

TO ALL MEMBERS OF OVERVIEW  
AND SCRUTINY COMMITTEE

**Our Ref:** OSC/BS/310111

**This matter is being dealt  
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28 January 2011

Dear Members

- i. **Responses to the questions raised at the Budget Scrutiny meeting held on 5<sup>th</sup> & 17<sup>th</sup> January 2011**
- ii. **Draft medium term financial strategy 2011/12 – 2013/14 Report - Pre Cabinet call-in by the Overview and Scrutiny Committee on 31 January 2011**

Please find attached responses to the questions raised at the Budget Scrutiny meeting held on 17<sup>th</sup> January 2011. In addition answers to questions raised at the first meeting held on 5<sup>th</sup> January 2011 that were not available on 17 January 2011 are also attached.

Hard copies are being sent to Overview & Scrutiny Members and Cabinet Members and the Chief Officers attending the Overview and Scrutiny Committee on 31 January 2011.

Please also find attached the **draft** medium term financial strategy 2011/12 – 2013/14 report to be considered by the Cabinet on 8 February 2011, which will be discussed at the Special Overview and Scrutiny Committee on Monday 31 January 2011. Please note that this draft report will only receive minor alterations prior to consideration at Cabinet on 8 February.

Please also be advised that in accordance with the resolution of the Overview and Scrutiny Committee of 17 January 2011 the consideration of the draft medium term financial strategy 2011/12 – 2013/14 constitutes Pre Cabinet call-in by the Overview and Scrutiny Committee on 31 January 2011 and therefore will not be subject to normal 'call-in arrangements' post consideration by the Cabinet on 8 February 2011.

Yours sincerely

Natalie Cole  
Principal Committee Co-ordinator  
Local Democracy and Member Services  
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Haringey Efficiency & Savings Programme – New Proposals to Scrutiny on 31<sup>st</sup> January 2011

Questions submitted by Overview & Scrutiny Committee

Response Ref No.	Report Page No.	Area Service	Efficiency or investment £	Overview and Scrutiny Committee comments	RESPONSE
Q1 Stuart Young	1	LDMS – Restructure of the whole Business Unit	466	a. LDMS – is it possible to outline what the proposed new structure will look like? Is there an intention that the proposed savings will be both in support for backbenchers and Cabinet members? Is the support to the two Group offices being looked at as well?  b. Please indicate the structure and services available post restructure. What is the current budget for the service?	The proposed new structure for LDMS is attached at Appendix 1. The savings will be in relation to all aspects of LDMS and will affect both backbench support and Cabinet Member support.  Support to both Group Offices is proposed to be reduced by deletion of the Admin Officer posts.
Q2 Stuart Young	1	HR & OD&L – Review of OD&L	460	Has any consideration been given to merging the HR and OD & L functions?	The proposed structure post review is attached at Appendix 1. The review proposals are currently out for staff consultation prior to final approval. The final approval will incorporate details of the Service offer post restructure.  The LDMS current controllable net budget is £1.536 million. The proposals in the review generate a reduction in full year spend of £535K.
Q3 Stuart Young	1	Saving on Adult training	282	What elements of training will be discontinued? Please include more detail on impact on Social Worker retention and ability to do the job?	In the medium term we will look to merge services which are currently discrete. At present the Council needs the additional change capacity that the services bring as distinct staff groups.  The support for the Social Work Trainee Scheme will be phased out as the present trainees complete their training over the next two / three years. Development and training for newly qualified social workers remains critical - as will be training to support SW to work in different ways as a consequence of personalization. We

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Q4 Stuart Young	8, 9 & 10	1	Communications Marcoms  Translation & Interpretation budget Marcoms staff reductions	64  120  80	What percentage of the current budget do these savings represent? When will the marketing plan have been developed?	will prioritise training to these areas and monitor closely the impact of reduced investment in L&D on recruitment and retention  The centralisation of marketing communications budgets across the council has delivered a gross procurement saving of approximately £1m. The additional saving, through the development of the Annual Publicity Plan, of £64k equates to 8% of the current centralised budget.  The reduction of the council's overall Translation and Interpreting budget of £120k represents a 60% reduction in the current Translation budget.  The recent marketing communications review delivered a 32% reduction in marketing communications salaries across the council. This £80k saving represents a further 7% reduction in the marketing communications operational budget, a 46% reduction in the business support budget and a 6% reduction in the Communications and Consultation Services overall salaries budget.  The Annual Publicity Plan will be in place from April 2011.
Q5 Stuart Young	11	1	Member Allowances	125	a. Can a detailed breakdown be given of the current annual spend on members' allowances including SRAs and then a detailed breakdown of the new allowance structure including SRAs?  b. Have any specific savings been	A) The current budget for Member Allowance, including on costs, is £1,386,300.  Details for current allowances are shown in Part 6 of the Council's Constitution, as follows: 57 x £10,500 basic allowance Mayor's Allowance £15,750. Deputy Mayor £3936



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Q6	12	1	Electoral registration	35	What other elements of this service have been considered for shared management?	<p>SRA's:</p> <p>Leader £31,497</p> <p>*Cabinet 7 x £23,622</p> <p>Opposition Leader £23,622</p> <p>Chair of O&amp;S £23,622</p> <p>Chairs of Committees 6 x £15,750</p> <p>O&amp;S Members 6 x £15,750</p> <p>Chief Whip £15,750</p> <p>Opposition Deputy Leader £15,750</p> <p>Opposition Chief Whip £15,750</p> <p>Area Assembly Chairs 7 x £7875</p> <p>* During 2009/10 the Cabinet was reduced from 9 Members to 7 plus Leader.</p> <p>The Member Allowance Scheme for 2011/12 has yet to be agreed. However, based on the proposals contained in the Governance Review, there would be a reduction of 3 allowances each of £15,750 and 6 allowances each of £7875. (This is based on the allowance levels as specified in the current scheme). The figures above do not contain on costs unless stated.</p> <p>B) The changes to Committees will be dealt with as part of the LDMS review.</p>
Q6.1	23	2	Legal	538	Does the loss of legal staff impact on the legal spend on children's services?	<p>No , the plan is to protect this aspect of the service.</p>

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Q7	26  & 27	2	B&LT Customer Services Closure of Hornsey CSC and Closure of North Tottenham CSC	108  350	<p>a. Please supply details of the amount of enquiries these two CSCs deal with on a weekly, monthly and then yearly basis since their creation.</p> <p>b. Following the closure of these two CSCs then what will the buildings be used for?</p> <p>c. Please tell us what usage analysis was done and what other factors were considered when deciding to close Hornsey and North Tottenham rather than Wood Green and South Tottenham. Please indicate how these savings will be made and how the properties will be disposed of. Please give more information on the impact of closure of Hornsey CSC on residents in the West and any alternative provision for face-to-face contact and where this is envisaged being provided especially for people with disability and those unable to access services by phone or online.</p>	<p><b>A)</b> Hornsey Customer Service Centre (HCSC) Weekly average customers = 342 Monthly average customers = 1,390 Yearly figures = 25,597 (2002-3) 23,598 (2003-4) 19,007 (2004-5) 20,220 (2005-6) 20,558 (2006-7) 16,916 (2007-8) 14,921 (2008-9) 16,227 (2009-10)</p> <p>2002-3 and 2003-4 are high as HCSC was the first CSC to open.</p> <p>North Tottenham Customer Service Centre (NTCSC) Weekly average customers = 678 Monthly average customers = 2,931 Yearly figures = centre opened in March 2004 26,376 (2004-5) 28,396 (2005-6) 32,580 (2006-7) 36,045 (2007-8) 35,068 (2008-9) 34,903 (2009-10)</p> <p><b>B)</b> The use of the building that houses the NTCSC will be considered for disposal. HCSC is located in the Hornsey Town Hall annex, which will be part of the redevelopment of Hornsey Town Hall.</p> <p><b>C)</b> The closure of the CSCs was considered both on an</p>
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Q8 Julie Parker	27	2	B&LT Customer Services – Closure North Tottenham CSC	& 350	Has a full impact assessment been done on this proposal? Is there a proposal for residents in the far corner of North Tottenham to be able to have face to face contact with the council at an alternative, local council facility?	individual basis, and in relation to the impact that the closure would have on those remaining. Consideration was given to footfall, location, and accessibility, proximity to other centres, and the longevity of the building they are located in. HCSC and NTCSC are the two least used CSCs, HCSC is part of a planned disposal and both are relatively close in accessibility terms to at least one other centre. The savings will be made by the reduction in staff resulting from the closure of these centres. Any disposal of the properties will be managed by Corporate Property Services. As yet no account has been taken of the potential capital receipt from disposing of the building at North Tottenham. HCSC is located in the Hornsey Town Hall annex, which will part of the redevelopment of Hornsey Town Hall. The residents who ordinarily would use HCSC are likely to use Wood Green Customer Service Centre (WGCSC) as an alternative, along with other methods of contact including the web and telephone channels.
Q9 Julie Parker	30	2	B&LT Customer Services – Management reashaping	& 478	Will this proposal have any impact on the Council's ability to deal with benefit claims?	The impact of the closure of the CSC's has been assessed. It is anticipated that the residents who ordinarily would use NTCSC will use either South Tottenham Customer Service Centre (STCSC), WGCSC or the Broadwater Farm surgery as an alternative, along with other methods of contact including the web and telephone channels.  The proposed savings are to be made through an overall reduction in Managers and Officers across Benefits and Local Taxation and Customer Services. The service is confident that this strategy will see an improvement in the time taken to process benefit claims. The principal behind the improvement is that a

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Q10 Julie Parker	31	2	B&LT Customer Services Reduce hours of Call-Centre	30	Is there no cost associated with this change?	<p>customer will have direct access to the 'expert', the person who will be paying their benefit claim. This officer will oversee the process from end to end. The customer will leave the CSC knowing and understanding their entitlement. There will be an elimination of unnecessary hand off's to officers in the back office, a reduction in duplication of work and elimination of rework. This strategy has been a proven success with e-benefit claims, which are directly processed by an officer on the front line.</p> <p>The key to the improvement in service will be getting it 'right first time', thus preventing the need for a repeat visit or phone call from the customer.</p> <p>The saving made is net of the cost that Vangent would charge for taking these calls. All technical aspects, adjustments to staffing and publicity related to the change will be managed within the current budget.</p>
Q11 Julie Parker	32	2	IT Increased Savings from VFM phase	580	<p>a. Please explain further.</p> <p>b. The narrative and description of this change is identical to the line 20 of the December paper even to the extent of referring to the identical number of impacted staff. Yet the savings are increasing from £300k from the December papers to a total of £880k with the "phase 2". What is actually being done to make this saving? What is being done differently?</p> <p>a. Given that this will reap a £1.4m</p>	<p>The savings relate to the restructure underway in IT Services which aligns the department with the findings from the Value for Money review, the need to deliver the IT Strategy 2010-13 (as approved by Cabinet on the 13<sup>th</sup> July 2010) and in the light of the constrained economic climate the Council is now facing. The total savings from the restructure are £880K which is a net reduction of 19 posts of the IT Services establishment.</p>
Q12	34	3	IT Infrastructure	1,400	<p>a) The proposal is to switch the funding of the agreed</p>	

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Julie Parker			renewal from borrowing	<p>saving, can you please outline exactly what this proposal means?</p> <p>b. Please indicate what benefits and additional savings the renewed infrastructure will bring in cashable savings or improved/substituted services.</p>	<p>Infrastructure Renewal programme from a direct revenue contribution to borrowing. This will enable the cost to be spread over a longer period and contribute to the Council's overall saving target. The profile of the revenue impact is based on current expenditure plans but given the significant organisational and asset changes being faced over the medium term these are being revisited to ensure only essential expenditure is undertaken. As borrowing will only be taken once expenditure has been incurred the level and profile of the revenue saving could vary.</p>
Q13 Julie Parker	35	3	Customer Contact Programme – shift to customers to online transactions	<p>Has any consideration been given to how this proposal will affect residents who are not 'e-enabled'?</p>	<p>b) The current IT infrastructure is over 6 years old and has reached end of life – the phased renewal of this technical infrastructure is expected to be cost neutral in terms of on-going revenue costs. In terms of benefits and additional savings, the up to date supported infrastructure will be a key enabler in realising business priorities such as shared services, customer self service, mobile and flexible working etc</p>
			(500)		<p>The original budget proposals to Cabinet in December had this as a reduction of £500k and the following comment was made in answer to scrutiny questions. "The proposal recommends a new organisational structure that eliminates duplication of activities across Benefits, Local Taxation and Customer Services. The proposal also brings the required expertise to the customer at the front line, ensuring that we 'get it right first time' and reducing the number of customer contacts received.</p>
Officers are confident that the savings will be achieved					

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Q14 Mun Thong Phung	37	3	Recreation Services Review resourcing of Parkforce activities	100	Please provide more detail on how savings may affect BTCV and any effect on Friends of Parks and other volunteer 'green' groups and how much MPS activity is ceasing and whether this will impact on crime in parks.	<p>after a successful e-benefits implementation, reviewing the success that has been achieved in other councils who have followed this model and following discussions and recommendations with the DWP who support this change. The change will be dependant on technological changes that support the new structure and working methods".</p> <p>This item is deferring the saving to 2012/13 recognising a more realistic timescale.</p> <p>Whilst it is proposed that Parkforce related funding is reduced by £208k, budget provision still exists to support:</p> <ul style="list-style-type: none"> <li>▪ The maintenance of some British Trust for Conservation Volunteers capacity.</li> <li>▪ Parks/Neighbourhood Watch Co-ordination.</li> <li>▪ Friends of Parks volunteering to encourage the use of parks.</li> </ul> <p>The current contract with the Metropolitan Police Service [MPS] for the 'Safer Parks Team' comes to an end on 31 March 2011, and it is unlikely to be renewed. Officers have had initial discussions with the MPS with a view to developing the Parks/Neighbourhood Watch proposal. Clearly the Parks Service will continue to liaise/work with the MPS in tackling crime in the borough's parks, particularly in relation to the role and deployment of MPS neighbourhoods and response resources.</p> <p>No. The programmes delivered and/or proposed are externally funded, which details both target audiences and areas, and includes a level of match funding from the Council.</p>
Q15 Mun Thong Phung	38	3	Broadwater Farm Community Centre Efficiency	75	Will this be affected if Tottenham Hotspur moves?	

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Q16	39	3	White Lane Community Sport Centre	478 total	Please list all the initiatives over the past decade to increase revenue at this venue. Has the Tottenham Foundation been invited to get involved in the partnership initiative?	<p>The Council has pursued a range of strategic and operational improvement action over the last decade to increase revenue.</p> <p><b>a) Strategic</b></p> <ul style="list-style-type: none"> <li>• A joint Private Finance Initiative [PFI] scheme bid. Unsuccessful.</li> <li>• Bid to secure 'Athletics High Performance Centre'. One of three sites shortlisted. Lee Valley Regional Park Authority (Picketts Lock) selected.</li> <li>• Barclays 'Places for Sport' programme. Bid in conjunction with Tottenham Hotspur Football Club [THFC]. Secured £600k refurbishment of floodlit Astro turf and tennis courts.</li> <li>• 2012 'In Games' athletics training venue shortlisted, but unsuccessful</li> </ul> <p><b>b) Operational</b></p> <ul style="list-style-type: none"> <li>• Diversified use of Stadium with accommodation of Skolars Rugby League Football Club.</li> <li>• Refurbished 'Olympic' Suite for functions/event use.</li> <li>• Created and introduced Active Strength gym, using redundant space under the grandstand, and funded through Prudential borrowing.</li> </ul> <p>Tottenham Hotspur Foundation has been an active partner on the site, and has a formal exclusive use agreement linked to the Barclays 'Places for Sport' project. The Foundation has actively participated in the existing multisports hub project, and is regarded as a potential partner in the proposed initiative.</p>
Q17	40	3	Recreation Services Leisure	(100)	a. Please provide the Committee with a brief overview of any proposed plans?	<p>The key ingredients are:</p> <ul style="list-style-type: none"> <li>• Make further current operational efficiency savings.</li> </ul>

Thong Phung			Service Option Review	<p>b. Has there been any discussions about creating a social enterprise or working with other boroughs to deliver these services? If the Council are looking to contract out leisure services, why is this not an option with the parks (lines 52 and 58) where they are looking to reduce staff</p>	<ul style="list-style-type: none"> <li>Procure and externalise the management and operation of Tottenham Green Leisure Centre, Park Road Leisure Centre and Broadwater Farm Community Centre.</li> <li>Lease White Hart Lane Community Sports Centre and Finsbury Park Track and Gym to local sports clubs/agencies.</li> <li>Reduce and redirect funding to support voluntary sector led delivery of sports and physical activity.</li> </ul> <p>Officers have explored the merits of different management options, and contracting with an existing operator is recommended on the basis that:</p> <ul style="list-style-type: none"> <li>It will provide an earlier/greater saving to the Council.</li> <li>Offers better financial stability.</li> <li>There is a healthy market and interest in London.</li> <li>Transfers greater financial risk to other parties</li> <li>There are no additional support staffing costs</li> <li>There would be a more commercial approach to sales, marketing and branding.</li> </ul> <p>The Council's Parks Service is already low cost in comparison with 'nearest neighbours', as judged by the 2008 Audit Commission Value for Money assessment. It is also suggested that this function is market tested within the next 2-3 years in line with the Council's wider approach to public realm maintenance.</p>
Q18 Mun Thong Phung	41	3	Voluntary Sector	<p>Please provide more detail on which Voluntary Sector providers in Haringey will be effected by the withdrawal of their grant from London Councils.</p>	<p>There are three Haringey based providers affected by the London Council proposal to repatriate funding to the borough:</p> <ul style="list-style-type: none"> <li>Peace Alliance [N17]</li> <li>Casa de la Salud Hispano [N17]</li> </ul>



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Q19 Mun Thong Phung	42	4	Franchise Leisure catering at Park Road & Tottenham Green Leisure Centres	9	How were the rents charged decided – what market testing was there?	<ul style="list-style-type: none"> <li>▪ Central and Cecil [based in Haringey]. All other organisations in receipt of this funding from London Councils are not based in Haringey.</li> </ul> <p>The lease at Park Road has already been subject to a formal and competitive process to secure the current arrangement, which included up front investment from the incoming tenant and the staggered introduction of rental payments. The same approach is proposed for Tottenham Green, although the catering infrastructure is already largely in place. See also response to Q17.</p>
Q19.1	45 & 48	4	Safeguarding Senior Management –deletion of post  Safeguarding Service – deletion of post	115 & 62	How can the deletion of 3 safeguarding posts have a low impact? Why have they suddenly become unnecessary?	<p>Whilst it is proposed that Parkforce related funding is reduced by £208k, budget provision still exists to support:</p> <ul style="list-style-type: none"> <li>▪ The maintenance of some British Trust for Conservation Volunteers capacity.</li> <li>▪ Parks/Neighbourhood Watch Co-ordination.</li> <li>▪ Friends of Parks volunteering to encourage the use of parks.</li> </ul> <p>The current contract with the Metropolitan Police Service [MPS] for the ‘Safer Parks Team’ comes to an end on 31 March 2011, and it is unlikely to be renewed. Officers have had initial discussions with the MPS with a view to developing the Parks/Neighbourhood Watch proposal. Clearly the Parks Service will continue to liaise/work with the MPS in tackling crime in the borough’s parks, particularly in relation to the role and deployment of MPS neighbourhoods and response resources.</p>
Q20 Mun	46	4	Framework-I Systems Development	90	a. I understand that LBH has made significant contributions to the development of this system	<p><u>ACCS Response:</u> The Framework -I Support and Development Team has improved various workflows on the system and introduced new elements that were not</p>

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Thong Phung			Team deletion of 2 posts	-	<p>which are to be adopted by other local authorities. Are we confident that all commercial opportunities have been exploited?</p> <p>b. How will the loss of these posts impact on children's services.. Has the framework 1 training programme for children's services staff been completed?</p>	<p>contractually provided by the service provider, Corelogic. Commercial opportunities do not present themselves within this area for the following reasons:</p> <ul style="list-style-type: none"> <li>a) Sharing developments between Councils assists to keep innovation moving forward. If payment was requested this would result in Councils not sharing their new developments and risks some Councils falling behind on good practice.</li> <li>b) Haringey has gained by developments from other Councils and shares its innovations on a mutual benefit/goodwill basis, and</li> <li>c) The contractual arrangements with Corelogic would preclude any payments being made between Councils for these improvements.</li> </ul> <p>No impact on Children's Services as roles and responsibilities of existing team members adjusted to ensure robust service delivery. All staff trained to meet both Children's and Adults areas, with flexible, generic job descriptions.</p> <p>Training for staff in CYPS under the Joint Area Review [JAR] action plan, will continue to be delivered as before by the specific project team, based in CYPS. The team is also developing greater access to e-learning in order that we can concentrate our resources to provide training on more complex application requirements across all system users.</p> <p>The reduction in two staff from the Financial Assessment Team will be achieved through a number of developments and initiatives; no impact on clients. For example, the use of improved technology now allows annual reviews of residential care charges to be done on an automated system. This means that we can</p>
Q21 Mun Thong Phung	47	4	Safeguarding & Strategic Services Financial Assessment Team	65	<p>This is causing alarm bells to ring, especially as we heard last week that we plan to vigorously expand the number of clients on personalisation agenda. Please explain how you hope to achieve</p>	

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<p>Q22 Mun Thong Phung</p>	<p>55</p>	<p>4</p>	<p>Culture, Learning Libraries &amp; – Staffing &amp; Book fund reductions</p>	<p>200</p> <p>a. Please give a briefing as to what this proposal will mean in practice.</p> <p>b. Please tell us the impact this will have on book purchasing and the impact on staffing and Library Hours.</p>	<p>this saving without reducing the ability of the service to increase the number of people on personal agendas.</p>	<p>reduce the financial assessment officers from three to two without detrimental effect. Additionally, and in line with revised spans of control, both team leader posts are being deleted and replaced with one specialist senior officer who will focus on the benefits advice/support agenda within personalisation. This flattens the structure of the team in line with pushing resources to the frontline. Further restructuring in Adult Social Care means that effective operational working arrangements between social workers and the financial assessment team will be retained and strengthened. Increased advice-giving capacity is already being achieved by new arrangements in place, eg, advice surgeries to support increasing numbers of people accessing personal budgets under the personalisation programme.</p> <p>The proposal is to reduce the book fund by £66,000 and to cut staffing by £134,000.</p> <p>The book fund is used to pay for a range of library materials including; books, CDs, DVDs/Blu-ray, ESOL and other language materials, newspapers and periodicals, plus subscriptions to electronic information sources and e-books; it is also used to fund activities in libraries such as the children's summer reading challenge and the 6 book challenge for encouraging adult readers.</p> <p>The book fund was originally £603,100; however, the 10% top slice which was taken from all supplies and services budgets in 2010/2011 reduced this by £60,300 to £542,800. This reduction has now been made permanent. The additional £66,000 reduction together with the "top slice" figure represents a reduction of</p>
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						<p>21% of the original budget and will leave £476,800 for stock purchases and for activities in libraries.</p> <p>In practice, the general financial pressures under which we have operated this year means that the likely <b>actual</b> stock purchase spend this year will be around £325,000. In practice, this means that we have purchased primarily newspapers and magazines which are ordered on subscription but have purchased very few new books.</p> <p>We seek to buy library material at low cost and, in response to budget challenges, have renegotiated discounts with our suppliers in order to minimise the impact of budget reductions. In Haringey, we purchase library books at discounts which are higher than other boroughs, including the large London consortium.</p> <p>In practice, the lack of new books simply means that people borrow less. Last year, we issued 1.4 million items – and, of course, many more items were read in the libraries. Book issues this year have fallen (Apr-Dec) by 5.9% on last year.</p> <p>Libraries derive funding from the fees which customers pay on overdue items. As people borrow less, these fees also decline and unfortunately, despite increasing the level of charges, we will not achieve the levels of income linked to stock that we did last year. We are currently predicting a decline in income of 10% (£16,000) compared with last year.</p> <p>We will also be minimising activities in libraries, other than those which can be financed from external resources or simply organised, at no cost, by staff.</p>
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<p>Q23 Mun Thong Phung  Peter Lewis</p>	<p>56</p>	<p>5</p>	<p>Cross Directorate = Non-Statutory Services</p>	<p>1,381</p>	<p>a. This will reap a possible £1.3m of savings and so therefore warrants a great deal of information ahead of 31<sup>st</sup> Jan's meeting.  b. Please give us more information on the services that will either be reduced or closed as a result of this proposal. In particular what does 'Open door' in CYPs deliver and what is the likely impact of closure on disadvantaged young people.  c. Please elaborate on this paragraph. "These services deliver a range of services, mostly commissioned through the voluntary sector (£272,779).... What is this number? It certainly isn't the majority of £1,381k. What does "The savings will deliver efficiencies of £976,458 of WNF funding which will cease from 31/3/11" mean? Perhaps it would help if you provided a schedule of the services being reduced and the amounts of each service</p>	<p>We are constantly looking for new sources of income to supplement stock funds; some of the Friends groups have already indicated a willingness to support book buying for local libraries.</p>
<p>(a) and (b) The attached table [see Appendix ACCS 5] went to Leaders Conference on 20th January 2011. This table makes up the £1.3 million of savings and covers a range of services provided by either the Council, NHS Haringey or voluntary sector. The services proposed for cuts have been assessed as being 'non-statutory'. These are proposals only, no final decision has been taken, including Open Door.</p> <p>(b) Open Door – this is a service that provides therapeutic support to young people, including 18-24 year olds. It is currently funded through the Area Based Grant, which represents a contribution towards the full cost of the service. NHS Haringey funds the service for under 18s and has indicated this will continue. Wherever possible, services will be worked with to remodel their service offer, with reduced funding .</p> <p>(c) The attached table gives a breakdown of the areas from where it is proposed the savings will come across the Council, NHS and voluntary sector. The £272k identified is a part of the £358k within the table against voluntary sector, however since the original calculation, additional Area Based Grant [ABG] has been passported to Well-being / ACCS, so further savings have been proposed. The 'Working Neighbourhood Fund' [WNF] was</p>						

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Q24 Mun Thong Phung	57	5	Safeguarding & Strategic Services – Supporting People	5,000	a. This will reap a possible £5m of savings and so therefore warrants a great deal of information ahead of 31 <sup>st</sup> Jan's meeting.	<p>reduction. The obvious next question would be what is left after the saving so if these are continuing services could the remaining annual spend balance be shown.</p> <p>subsumed into the ABG from 1<sup>st</sup> April 2008. As Members will be aware, the ABG will cease as at 31/3/2011, with some of this funding now rolled into the Council's general revenue support grant. However the Working Neighbourhood Fund was identified in the Spending Review in October 2011 as being withdrawn completely by the Coalition Government. The value of this WNF element of the ABG for the ACCS / Well-being is £976k.</p> <p><u>CYPS Response:</u> The 2010/11 total ABG passported to ACCS / Well-being was £4.6 million. The proposed savings of £1.3 million would be deducted from this, to be finalised when the Council agrees its final budget for 2011/12. It should be noted that £3.3 million of the ABG managed by ACCS / Well-being funds statutory services, and these will need to be prioritised by ACCS once the budget for 2011/12 is agreed by Cabinet and Full Council.</p> <p>The PCT funds £116k towards their Open Door's under 18's service – this is a highly regarded service with good value for money. Open Door is part of the PCT's single point of entry to CAMH services in Haringey. In the last 6 months they offered 942 appointments for 12-18 year olds (up 29% on the previous year) This is 66% of their total service. 51% were offered brief interventions (1-6 sessions), 30% medium-term (up to 20) and 18% longer-term (up to 2 years).</p> <p>The Supporting People [SP] programme works within the prevention agenda by diverting people from more expensive provision and responds to needs which are lower than the Fair Access to Care Eligibility Criteria in</p>
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		<p>Programme Reduction</p>	<p>b. Please give more information on this proposal, especially how it will affect clients</p> <p>c. Could you please provide me with a before and after profile of this service including total budget, staff numbers, services and clients.</p>	<p>order to do this.</p> <p>The programme is essentially made up of accommodation-based provision (around 85%) and floating support (FS) approx 13% of the programme. Floating Support is an outreach service offered to vulnerable adults in receipt of SP. For example, help with shopping, payment of bills and such like. FS services also assist people to access and maintain tenancies. Most of these are commissioned from external providers but there are also teams in the Council that provide this assistance.</p> <p>Although the proposal would see a reduction in this service, we intend to retain one generic FS service to focus on assisting the core of homeless people and to amalgamate the Council teams (across adult client groups and children), into a "gateway" model thus mitigating the loss of some external contracts.</p> <p>Additionally, and with the exception of the core of homeless people, those who access FS services also routinely access other types of support, or live in supported accommodation.</p> <p>It is, therefore, viewed as a lesser risk to reduce FS services than to lose accommodation-based provision which would immediately risk making people homeless.</p> <p>Since the programme started in 2003, significant changes have been made to the range and type of services delivered in the borough and the working relationship with providers is genuinely strong.</p> <p>The SP team is working hard to ensure that the open dialogue with providers continues and they have had a positive response to this approach. To this end, the providers are actively engaged with the SP team in both carrying out equalities impact assessments across individual organisations and sectors, and in consulting</p>
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						<p>with service users.                  The SP team has already met with "Local Partnerships", an agency which is funded jointly through the Treasury and the Local Government Association, in supporting provider organisations to become social enterprises and thereby not losing them completely from the borough. Providers are also actively helping to shape the new SP Strategy which will allow for further innovation in this field, in response to the personalisation programme, and across sectors meetings are taking place with the SP team to look at how providers can work together or amalgamate to provide more seamless provision to service users.                  This work comes out of the "Root &amp; Branch" reviews of SP that have been conducted over the last 20 months. The reduction of £5m to the programme will not carry the level of impact that it might suggest in that, £3.6m is based on efficiencies and not service reduction. The remaining savings are being prudently managed in order to reduce any disruption to service users to an absolute minimum.                  Currently the number of service users receiving support through the SP programme is in the region of 9000. The number of people impacted is expected to be between 580 and 2000, although it is difficult to give a more precise figure as the nature of SP provision is short term, and not permanent support, so a percentage of service users move on from the programme during each year.                  The attached spreadsheet [see Appendix ACCS 3] indicates the level of proposed savings, although it is not possible for the SP team to state the exact number of external staff impacted by this proposal as services are managed by external providers under contract to the Council.</p>
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<p>Q25 Mun Thong Phung</p>	<p>58</p>	<p>5</p>	<p>Recreation Services - Parks Staffing</p>	<p>660</p>	<p>Please supply further details, including the likely effect on green flags and crime in parks and possible future measures to reverse any deterioration?</p>	<p>The proposal and associated savings focus upon:</p> <ul style="list-style-type: none"> <li>• Tackling base budget pressures effectively</li> <li>• Making further operational efficiency savings</li> <li>• Redirecting funding to the voluntary sector/partners for them to support service delivery.</li> <li>• Actively encouraging parks based commercial income generation.</li> <li>• Reducing the scale of grounds maintenance operations.</li> <li>• Reconfiguring Parks Service in conjunction with wider organisational changes.</li> </ul> <p>Clearly, these proposals will have some impact upon existing standards, but the Council will be working hard with partners and stakeholders to mitigate and limit any related deterioration. Recreation Services will continue to explore and access external funding opportunities, and in particular will seek to maximise the potential of our ongoing Groundwork partnership, particularly in relation to the borough's smaller open spaces.</p> <p>After school childcare provided by the Local Authority is directly delivered by the Play Service. 43 members of the play service provide after school childcare in 14 locations across the borough. The average number of children attending the after-school provision is 263. The total budget in 2010/11 for the Play is £635,000 which includes a pre-agreed saving of £60k resulting in an actual budget of £575,000.</p> <p>In 2011/12 the proposed budget reduction is 100%. This therefore means that the Council will not be directly funding after-school childcare. Detailed discussions have been taking place with relevant</p>
<p>Q25.1</p>	<p>59</p>	<p>5</p>	<p>After School Childcare</p>	<p>576</p>	<p>a. Please provide a before and after profile of this service including total budget, staff numbers, number of centres and number of clients. Do I understand that in 2011/12 the funding is being provided through the schools and as such the before and after profile requested needs to include the schools contribution both this year and next so the comparison is effective from a service user perspective.</p>	<p></p>

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Q25.2	60	5	Children's Network Youth Service	1,568	<p>b. Why will there be no savings after year 1?</p> <p>Which teams will be deployed and where to? What work has been done to assess how the loss of this preventative and early intervention work will impact on costs down the line, perhaps to other sectors? Does this cut mean the closure of all youth centres?</p>	<p>schools about how the provision can continue and be cost neutral to the school. There is no school contribution this year to after-school childcare.</p> <p>No decisions have yet been made about Youth Service reductions. There will be a discussion by Cabinet on 8 February. We are consulting with young people about the future shape of the service and we have committed to them that we will take account of their views. Evidence shows that money spent on prevention and early intervention is likely to save resources later on and therefore reducing levels is likely to have an impact. Our support will therefore focus on the most vulnerable young people. The cut in funding will not result in the closure of all centres.</p> <p>A full report is being written for Cabinet on 8 February which will answer all these points.</p>
Q25.3	61	5	Early Years and Childcare	5,236	<p>a. Please provide a profile of this service before and after the proposed savings including total budget, headcount, number of sites, opening hours and number of clients.</p> <p>b. What is the current total spend? How will services be targeted in the future? Are the 'areas of need' geographic areas? Will any centres close completely?</p>	<p>SIPs are not full time established or permanent positions and the question of redundancy does not arise. The restructuring of the School Standards Service is proceeding and posts are being filled according to the agreed process. We are working with our partners in schools to establish new ways of working as set out in the Government's recent White Paper. Savings established this year in terms of reductions of staff will show full benefit in</p>
Q25.4	62	5	School Standards	250	<p>In addition to SIPs, how many staff at the PDC will be made redundant? Why are there no savings in years 2 and 3? Which staff will 'police' the progress of schools? Are there any plans for the PDC building?</p>	<p>SIPs are not full time established or permanent positions and the question of redundancy does not arise. The restructuring of the School Standards Service is proceeding and posts are being filled according to the agreed process. We are working with our partners in schools to establish new ways of working as set out in the Government's recent White Paper. Savings established this year in terms of reductions of staff will show full benefit in</p>

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Q25.5	65	6	Children and Families	415	What is the proposed increase in costs in 2013/14?	<p>years 2 and 3. Having taken the appointments process and voluntary redundancies into account, at this stage it is likely that compulsory redundancies will be in the region of 4. The administrative staff of the PDC itself is currently subject to a consultation, to be followed by a restructuring process and whilst it is expected that staff levels will be reduced, it is too early to state a likely number of compulsory redundancies.</p> <p>Whilst Haringey will need additional school places in the future, it is too early to state exactly where new schools will be provided. For the time being, the PDC will continue to be a base for the MDTs and for School Improvement work including training and development courses</p>
Q26 Niall Bolger	67	6	Frontline Services Increased income from Permit and Pay Display Parking Charges	900	What does this figure represent as a % of the current income? Has the Council taken account of reduced usage dampening anticipated revenue?	<p>This is simply a phasing change. Savings were reported to 21 December Cabinet with £270k of the savings to be achieved being realised in 2013/14. Subsequently, we have identified ways in which this saving can be brought forward so saving has been removed from 2013/14 and added to 2011/12 and 2012/13.</p> <p>Current year income is estimated at £3.3m. Therefore the estimated additional income of £900k represents 27% of the current income total.</p> <p>The estimated income levels takes into account reduced usage. Built into the calculation is an expectation that overall usage will reduce by up to 15%</p>
Q27 Niall Bolger	68	6	Frontline Services Reduced Cost of Lighting Contract	40	Will residents experience any changes to street lighting?	<p>The saving for street lighting is being achieved by switching to longer lasting lamps, which will need changing every 4 years against the current every three years. Therefore, residents will not notice any change in the service delivered.</p>

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Q28 Niall Bolger	70	6	Restructure of Planning, Regeneration & Economy	210	Please provide more detail on this and the effects.	<p>The reduction will be complimented by a restructure which will focus on maintaining statutory functions (Borough plan making; development management and building control; transport local implementation plan) and developing different, more focused and effective services for the non statutory</p> <ul style="list-style-type: none"> <li>- economic development function (a shared service with Waltham Forest) and for</li> <li>- programmes and projects (a new carbon management team that reduces staff numbers but integrates the remaining posts from UE into an Environment, Planning, Transport, Housing development and delivery team).</li> </ul> <p>Planning Enforcement will be re linked with Development management.</p> <p>Where the services allocated grants – this work will not be done because grants have been reduced or gone. Non statutory Programmes and projects teams will be reduced and be orientated more towards enabling, partnership and external funding.</p> <p>The proposals are in line with the rethinking Haringey programmes, agreed by Cabinet on 25 January 2011.</p>
Q29 Niall Bolger	71	6	Increased Section 106 drawdown	70	What does this figure represent as a % of the current income?	<p>The proposed increase on drawdown from the section 106 cost recovery fund is £70k which will bring the total to annual drawdown to £210k. At present it is £140k pa.</p> <p>On average cost recovery for negotiating Section 106 agreements is approximately 10% of the total Section 106 agreed. The cost recovery fund is added to on a case by case basis and over the last 7 years has amounted to £1.1m. The existing S.106 cost recovery fund is currently stands at £611k. Based on previous agreements and those currently being negotiated It is</p>

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Q30	73	6	Reduction in funding for Haringey Guarantee programme	700	Please provide more detail on Social Enterprise delivery.	<p>envisaged that the total drawdown will be replenished annually.</p> <p>The development of the Social Enterprise focussing on operational delivery of programmes tackling worklessness is Phase 3 of the planned Shared Economic Development Service with the ultimate aim that the councils would retain a slimmer strategic and commissioning economic developed to a social enterprise that would report outputs and outcomes back to the councils. A report on this proposal is due to be considered by Cabinet on 8<sup>th</sup> February 2011.</p> <p>The Social Enterprise (SE) vehicle would have more opportunities to access external funding than a council based service. The Haringey, ( and/or joint Borough) SE will be able to bid for funds to support Haringey low skilled and unemployed. Initially the core of the current Haringey Guarantee programme is working to deliver local sub-contracts under the Coalition Government's Work Programme which would then transfer to the Social Enterprise. The Work Programme will focus on employment and training/skills support leading to sustained job outcomes of at least 12 months and paid by results – and will be delivered and managed mainly by larger private sectors agencies - but these main contractors will need local, nimble and skilled sub contractors to deliver people into work furthest from the job market. A SE based on Haringey and Waltham Forest, with strong local contacts and a good delivery record could be that sub contractor, building on the successful North London Pledge programme, funded by the LDA (now to be abolished under government cuts).</p> <p>The SE will be independent but will have local authority</p>
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<p>Q31 Niall Bolger</p>	<p>74</p>	<p>7</p>	<p>Shared Economic Development Services with Waltham Forest</p>	<p>75</p>	<p>What would the impact be on our town Centre support programmes?</p>	<p>Board membership and will initially restricted to working in Haringey and Waltham Forest. Its aims and purpose would match those of the Haringey Economic Strategy, and the equivalent strategy for Waltham Forest. Target outcomes would be agreed by the Board. Recent independent research and evaluation has also shown the Haringey Guarantee partnership programme to be good value for money in terms of job outcomes – this then provides some confidence that the a social enterprise developed out of the Guarantee could be successful.</p>
<p>Q32 Niall Bolger</p>	<p>75</p>	<p>7</p>	<p>Decommissioning of Neighbourhood Management Service</p>	<p>1,400</p>	<p>Please give more details on main streaming or transferring key functions: what to where?  <ul style="list-style-type: none"> <li>What support will be given to Area Assembly (and the new Area Committee chairs) and groups like the Green Lanes Strategy Group which has done outstanding work in the community over the years?</li> <li>How will the Making the Difference scheme be managed and funded in the future.?</li> </ul> </p>	<p>The shared service would still cover all aspects of economic development and the new service would not have significantly different priorities than the continuation of a Haringey specific service. The revised service would no longer offer grants to business town centre partnerships but would continue to work with them - using businesses' own resources - to drive town centre vitality and vibrancy.</p>
<p>There is a review currently taking place to provide proposals regarding the future of Area Assemblies (the Governance Review); this review proposed the introductions of Area Committees, which was adopted at Council on 17<sup>th</sup> January 2011. A Member working Group has been established to take forward this policy and officers from the proposed One Frontline Service will support this work.</p> <p>The Green Lanes Strategy group will continue with support from Democratic Service and the local councillors.</p> <p>The Making the Difference scheme is also being reviewed and will be reduced given the future funding</p>						

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							<p>situation. As agreed by Cabinet on 25<sup>th</sup> January 2011. The form of the new making the difference fund will be based on a "community chest" model, with local groups bidding for small one-off grants to support local community action to be managed by the groups themselves with minimal bureaucracy.</p>
Q33 Niall Bolger	77	7	Cessation of funding for extra Haringey Police Provisions	305	What is the likely impact on residents of this?		<p>This was previously funded through Area Based Grant. The Safer Stronger Communities Service is working with the local Police to identify other means of delivering some work and other possible sources of funding. However, it is accepted that some work of a lesser priority will not be carried out due to the reductions in grants from the Coalition Government.</p>
Q34 Niall Bolger	80	7	Cessation of funding for Victim Support for young people	45	Please provide more details of what will cease and the impact on vulnerable young people.		<p>This was previously funded through Area Based Grant. Victim Support Haringey have always known that this funding was expected to end on 31/3/11. The decision regarding how long this funding would last, was made by the Safer Communities partnership over three years ago and reviewed each year, with it being acknowledged that 2001/11 was to be the final year. The Safer Stronger Communities Service worked with VSH to prepare for this.</p>
Q35 Niall Bolger	83	7	Implementation of One Frontline Service	1,250	More details please		<p>The details outlining the principles of the Single Frontline were presented in a report to Cabinet on 25<sup>th</sup> January 2011. The web link to the report is: <a href="http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&amp;MId=5013">http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&amp;MId=5013</a> And a copy is attached (appendix 2).</p>
Q36 Niall Bolger	84	7	Implementation of Carbon Management & Sustainability Service		Specifically, which services will be affected and which services will be stopped?		<p>The Carbon Management and Sustainability Service will be responsible for activities that support and facilitate the sustainable development and regeneration of the borough and the management of Haringey's carbon footprint. The service will sit within the Planning, Regeneration and Economy business unit within Urban</p>

						<p>Environment (to be part of the agreed new Place and Sustainability Directorate) and will bring together the following service areas - Environmental Resources Projects (Frontline Services); Transport Planning (Frontline Services); Planning Policy, Design and Conservation (Planning, Regeneration and Economy); Strategic Sites and Physical Regeneration (Planning, Regeneration and Economy); Fuel Poverty (Strategic and Community Housing Services); Housing Enabling and Strategy (Strategic and Community Housing Services) – into a single service area with responsibility for spatial planning, sustainable development, housing strategy and affordable housing, physical regeneration, environmental and sustainability programmes and projects.</p> <p>The proposals for this new service will not result in any of these service areas being stopped. However, moving forward, with reduced resources available we are unable to sustain the existing level of these individual services and we have therefore had to identify new ways of working (merging teams where skill sets of staff are similar or transferable) that join up these services more effectively.</p> <p>This proposal was agreed by Cabinet as part of the Rethinking Haringey Programme on 25<sup>th</sup> January 2011.</p>
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Q37 Julie Parker	General				Please give revenue expenditure figures by directorate in the current year and what happens in 2011/12 if these budget proposals are applied; please supply absolute numbers and percentages.	See attached analysis of budget changes (Appendix 3).
Q38 Stuart Young	General				What discussions have there been at director and AD level about pay cuts and bonuses for the current and future years?	The Council's Directors and Senior Managers have each considered their contractual pay. CEMB have not taken a pay rise or increment in the current year. Approximately 50% of senior managers elected to also forgo their pay increment. The national pay settlement for 2010/11 was 0% A review of performance management is underway as commissioned by Remuneration Committee.
Q39 Julie Parker	General				At our first meeting Cllr Jenks asked what these line by line savings represented as %s of the original budget line and was referred to Appendix 2. Could these manual calculations be provided?	The analysis for Q37 also provides the answer to this question.
Q40 Stuart Yound	General		Staff Vacancies		Many vacant posts have been deleted: across the Council: do any vacant posts still (on paper) exist. If so, what are they and are there plans to fill them?	There are 641 full time equivalent vacant established posts, which are funded from a variety of sources including income.  Of this figure 54 FTE vacant posts that have already been earmarked for deletion. There are 531 that are vacant pending service review, of these we have 392 covered by agency staff. Many of these posts will be deleted under service review, but some will remain, for example 320.5 are posts for care workers, social workers, welfare officers, legal officers, nursery nurses, recycling operators, surveyors, enforcement officers,

<p>Q41 Mun Thong Phung <b>AND</b> Peter Lewis</p>	<p>General</p>	<p>ACCS</p>	<p>The Adult, Culture and Community Services Directorate are offering the highest proportion of savings over 3 years, at a value of £10.5m. This is followed by the Children and Young People Directorate offering £9.8m of savings. Examples of proposals include:</p> <ul style="list-style-type: none"> <li>▪ De-commissioning Area Based Grant services</li> <li>▪ Reduced floating support services</li> <li>▪ Reduced staffing in Parks Services</li> <li>▪ Reduced after school childcare activities</li> <li>▪ Reduced children's centres</li> </ul> <p>Given these directorates support the most vulnerable people in the community, these clients could be seen as taking the biggest impact from these proposals and experiencing greatest anxiety.</p> <p>Should the Council not consider a) sharing a clear mitigation action plan setting out how the reduction of the above services could be re-provided differently b) having a</p>	<p>youth workers, catering workers, which are areas where a number of posts will remain.</p> <p>Based on the revised budgets for 2010/11 (Cabinet 21/12 Agenda item 9, appendix ACCS 2) the savings proposed by Adult, Culture and Community Services equate to approximately 18.5% of the budget. The table shows the proportion of savings proposed by each Directorate. People, OD, PPP&amp;C &amp; CE and Corporate Resources have the highest proportion of proposals versus budget, followed by CYPS, ACCS and UE. [See Appendix ACCS 2]</p> <p>[a] Adult Services will do its best to develop alternative services for people affected. The Council is working closely with independent sector providers, the Library Service and Haringey Adult Learning Service to develop alternative day activities for people who are in need and who currently are in receipt of services. We are also developing our neighbourhood networks, building on our successful development in neighbourhood care in Haringey and Bounds Green and the Carers Hub at Wood Green Central Library. Also looking at using community areas in sheltered housing facilities and discussions with Housing Trusts and such like.</p> <p>For people in greater need, ie, people who met our Fair Access to Care eligibility criteria – substantial and critical needs, who require personal care or residential care, there is no change in the eligibility criteria. With the introduction of personal budgets in April, Adult Services will be offering people who are eligible a direct payment, or people can ask the Council to manage their personal budget on their behalf. People will be</p>
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							<p>communication strategy to inform the public of our wider plans to sustain elements of existing services?</p>	<p>purchasing these services in the private and voluntary sector as our in-house services are closed down. Currently, more than two-thirds of our home care and residential care are provided by the independent sector. All our commissioned residential and home care services are rated as <b>excellent</b> or <b>good</b> by the Care Quality Commission. Further, Haringey Council Adult Services have performed the best in London in 2010 for the quality of the residential services commissioned and Haringey has performed in the top national quartile for the second year running for both its residential and non-residential [home care] commissioned. Please note, this has been achieved through commissioning services from providers who are CQC rated as <b>excellent</b> or <b>good</b>.</p> <p>[b] The Council's communication strategy will involve public consultation with service users, their friends and relatives as well as the interested public. We are engaging people around the cuts proposals, their impact and the future shape of any alternative provision. We are consulting our staff and their trade unions. We have sent out initial information letters and had initial information sessions with many affected staff, users, residents and partner organisations. Additionally, we have also discussed in all engagement meetings held in January 2011. Formal consultation commences on 31<sup>st</sup> January 2011. Meetings for users, residents, staff, organisations directly affected by these savings proposals have been arranged February 2011-May 2011. Letters informing people about these meetings have been sent out well in advance [26<sup>th</sup> January 2011].</p> <p>Bullet point 3: Clearly there is likely to be a significant</p>
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Q42 Stuart Young	General	Staffing and Training	<p>Given potential plans to reduce some staffing levels and possibility of existing staff undertaking additional tasks and new ways of working, shouldn't the budget for training and development be retained in the short term? This would mean staff being adequately skilled, trained and confident in undertaking their wider duties.</p>	<p>impact upon current standards, resident satisfaction and the overall quality of parks and open space in the borough. However, officers will continue to explore options to either mitigate or reduce the impact of the proposed reductions to reduce staff in the Parks Service.</p> <p>50% of the training budget will be retained and focussed on ensuring that staff have the necessary skills to operate effectively.</p>
Q43 Niall Bolger	General	Haringey Guarantee	<p>There is a proposal to cut funding for the Haringey Guarantee Programme by 50%. It is expected the remaining 50% be retained to create a Social Enterprise. What control will the Council have over the new Social Enterprise and assurance the original targets will be delivered – e.g. get up to 200 people back to work, 60 apprenticeships etc..?</p>	<p>The reduction in funding to the Haringey Guarantee is actually a reduction in the total Area Based grant allocation covering the Haringey Guarantee and Business and Enterprise programmes from £1.2million to £500,000. This is a result of the Coalition Government scrapping the ABG and terminating the Working Neighbourhoods fund element of the ABG at 31 March 2011 – WNF funded the Haringey Guarantee. The allocation of £500,000 in 2011/12 for the Haringey Guarantee is effectively transitional funding to enable the programme to continue, engage and subcontract local delivery of the Government's Work Programme thereby enabling the Guarantee to deliver sustained jobs for local people. The Council as an important local partner and stakeholder will have regular reports on local delivery of programmes.</p>
Q44.1	General	Daycare	<p>Regarding the Committee's</p>	<p>Briefing attached – see Appendix ACCS 1.</p>

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<p>Mun Thong Phung/ Lisa Redfern</p>		<p>Provision</p>	<p>concerns about the proposed savings planned for daycare provision. The Chair of OSC is keen to ensure that he has all the facts before finalising his opinion. Therefore, in preparation for next Monday's meeting and in accordance with the convention agreed with the chief exec, I would be grateful if you could circulate for members a briefing on the current status of Haringey's daycare provision. Please include specific details of each of the daycare centres, including cost, take-up, property information and the specific services that each offers. Moreover, please include within the briefing specific figures surrounding budgetary saving 55 that I have challenged before and please outline exactly how the savings stated will be met.</p>	
<p>Q45.1 Mun Thong Phung/ Diana Edmond s</p>	<p>General</p>	<p>Libraries</p>	<p>In preparation for next Monday's OSC budgetary discussions and in accordance with the convention agreed with the Chief Exec, the Chair would be grateful if you could circulate a detailed briefing of the library service. Specifically, to include details of cost, take-up, and services offered of each of the libraries please.</p>	<p>See Appendices ACCS7 (1,2,3,4,5)</p>

**Questions submitted by Maureen Carey, Retired Resident/Volunteer, Private Sheltered Housing Tottenham N17 – NE Haringey**

Responsible Director	Ref No.	Report Page No.	Area Service	Efficiency or investment £	Overview and Scrutiny Committee comments	RESPONSE
Q44 Julie Parker	27	2	B&LT Customer Services – Closure of North Tottenham CSC	350	If this means the customer services offices opposite Allied Carpets at Lordship Lane with Tottenham High Road junction, where people go to register or revise existing housing/council tax benefits and input discrepancies or register any complaints, then I suppose Council is expecting all the residents in this catchment area (includes White Hart Lane) to use S. Tottenham or Wood Green offices instead. There is likelihood of creating long queues for service as a result. N. Tottenham is always busy and well used by residents and is conveniently located opposite the Job Centre on major bus routes. If true, then why has Council chosen N. Tottenham over the other locations to close down? All must be equally busy and hence, <u>equally justified</u> ? I see that N. Tottenham office presents the greatest amount of efficiency savings = £350,000. !! Does	The difficult decision to close NTCSC along with HCSC was taken on the basis of footfall, location, accessibility, the proximity to other centres, and the longevity of the building they are located in. NTCSC is the second least used CSC (after HCSC), is located in a building which is being considered for disposal, and is in close proximity to two other centres, plus the Broadwater Farm surgery. Any disposal of the properties will be managed by Corporate Property Services.  It is anticipated that the residents who ordinarily would use NTCSC will use either STCSC, WGCSC or the Broadwater Farm surgery as an alternative, along with other methods of contact including the web and telephone channels.

OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>ST</sup> JANUARY 2011, 10AM

Q45 Julie Parker	31	2	B&LT & Customer Services- Reduce Hrs. of Call Centre from 8-6 to 9-5	30	<p>Council want the building site for re-investment perhaps? <b>Suggestion: Move operations into another vacated building, not as posh or expensive to run with perhaps some further staff reductions. Please don't leave N. Tottenham without a Council Customer Services Centre.</b></p> <p>So what about the working class who would have no choice but to call from their workplace to get any service? Council is eliminating before and after work hours for workers. Their bosses would not appreciate their staff ringing up council and having to "hold" and/or conduct personal business on company time, I'm sure.</p>	<p>The time between 8-9 and 5-6 is extremely under used. The service currently receive an average of 31 calls between 8-9 and 56 calls between 5-6 as opposed to 187 calls per hour between 9-5. Additionally between the hours of 8-9 and 5-6 there is no 'back office' support available for complex enquiries resulting in many callers during these hours being asked to make further contact during core times when specialist support is available.</p> <p>However, during these times calls will be answered by Vangent and processes will be in place so that urgent and emergency calls are managed effectively.</p>
Q46 Mun Thong Phung	40	3	Leisure Service Option Review	(100)	<p>Am concerned about Council losing direct control if outsourced to a private management company and the potential loss of existing 94 FTE staff – that is a lot of lost employment and probably most are within youth age group.</p> <p>I do not understand this point at all and would appreciate an explanation. As a member of a voluntary organization, this concerns me. All I do know is that</p>	<p>If the Council pursues the outsourcing option, existing staff would not be made redundant, they would be transferred to the incoming operator under TUPE regulations, protecting their existing terms and conditions. The Council would also still retain control through the specification and contract, and related contract management relationship.</p> <p>The current core grants programme is £2.4 million. The Voluntary Sector strategy is currently being consulted on, and work is underway to develop a commissioning and funding framework for purchasing services in the future from voluntary sector partners,</p>
Q47 Mun Thong Phung	41	3	Recommission and efficiency from grant funding to voluntary/ third sector and	396		

OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

Q48 Mun Thong Phung	55	4	London Boroughs Grants Committee	funding has been reduced to the likes of Age UK (Haringey) and thus affecting funding to the Haringey Forum for Older People.	<p>focusing funding agreements on areas that will meet Council priorities, including reducing health inequalities. Given the significant budget challenges the Council is experiencing and the restructure of public sector duties and responsibilities, it necessitates the need to completely review the way that funding is awarded to the voluntary sector. It is more important than ever that funds are directed to those organisations that can help us deliver best value services in our priority areas.</p> <p>Organisations such as Age UK are funded presently through a variety of funding streams within the Council. Proposals being considered by Members at the present time do not include reduction to Age UK from the core grants programme outside of the commissioning and funding framework under development. Haringey Forum for Older People is funded through the Area Based Grant which is ceasing from 31/3/2011.</p>
			Culture & book fund reductions	No indication of how many staff will be laid off/made redundant across the Borough at each library and what impact assessment has been undertaken to determine the long-range effect on the young/youth/adult population if reduced book inventories become standard – danger of providing outdated material and damaged books not being replaced?	<p>Across the directorate a total of 14 FTE posts will be deleted to achieve the required efficiency savings, plus a further 5.4 FTE posts will be deleted to offset the loss of the ABG grant, which supported library opening hours. 10.5 of these are front line posts. 5.5 of the FTE post savings will be achieved voluntarily.</p> <p>We are fortunate in having made significant investment previously in technology which allows us to automate a number of staff-intensive activities.</p> <p>Because of the current economic pressures, however, cuts have to be effected; however, every effort will, of course, be made to minimise the effect on the young/youth/adult population.</p>



OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>ST</sup> JANUARY 2011, 10AM

Q49 Mun Thong Phung	58	5	Further Parks staffing efficiencies and Leisure Development	660	<p><b>Recreation Services-Further Parks Staffing and Leisure Development Efficiencies</b></p> <p>For a saving of £660,000. Council proposes a 50% reduction in Parks and Open Spaces Maintenance Regimes and a further <u>reduction</u> of 19 staffing posts. So if this a "further" staff reduction what is the proposed total job loss? Will we have any Green Flag parks and other green public spaces left to be proud of in Haringey, or will they be left to the elements to become unsightly overgrown weed patches of neglect? i.e. loss of grass cutting/flower bed regular maintenance like at Bruce Castle Park?</p>	<p>In total a 23% (29 posts) reduction is proposed in the Parks current establishment, with a combination of deleted vacancies and redundancies thus 77% of the existing capacity will be retained, which will enable the Council to maintain core service delivery. Whilst clearly proposing changes to maintenance programmes and the management of parks, Recreation Services is committed to maintaining 'green flag' status.</p>
Q50 Peter Lewis	60	5	Children's Network Youth Service	1,568	<p><b>Youth Services-Proposed Saving of 75%</b></p> <p>Now this really worries me. If this means closure of the Youth Centres in the Borough then this spells disaster and an end to all the previous years of good work that has been such a success story, especially in N.Tottenham. Youth (13-19 years) need a place to gather and socialize and to engage in activities in a safe environment, off the streets! Period. The success is backed up by the local Bruce</p>	<p>No decisions have yet been made about Youth Service reductions. There will be a discussion by Cabinet on 8 February. We are consulting with young people about the future shape of the service and we have committed to them that we will take account of their views. Evidence shows that money spent on prevention and early intervention is likely to save resources later on and therefore reducing levels is likely to have an impact. Our support will therefore focus on the most vulnerable young people. The cut in funding will not result in the closure of all centres.</p>

OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

<p>Q51 Niall Bolger</p>	<p>73</p>	<p>6</p>	<p>Planning &amp; Regeneration and Economy</p>	<p>700</p>	<p>Grove Neighbourhood Police Team Panel (I am a member) and I bet other Neighbourhood Police Teams will report and present evidence in the same way. Please keep these vital centres open. The older vulnerable adults at Edmanson's Close Bruce Grove sheltered housing and others who live in immediate vicinity of Bruce Grove Youth Centre for example, and probably at the other Haringey Youth Centre locations as well, feel much safer in the community since youth centres opened in their respective areas. They are needed assets. <b>Suggestion: Opening School Gyms Space for after-college/school leisure activities— Perhaps extend opening times to include early evenings and close say by 8:30 p.m.</b></p>	<p>See answer to Q43. Please note that in 2011/12 this will be a transitional year when the new shared economic development service will be established; the Haringey Guarantee will start delivery Work Programme contracts with the new outsourced social enterprise established in 2012 taking on responsibility for Work programme sub-contracts and other possible contracts around employment and skills.</p>
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OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

Q52 Niall Bolger	77	7	Cessation of Funding for Extra Haringey Police Provision to Tackle High Priority Targets & Problem-solving Activities to Tackle Locally Identified Crime Reduction Projects.	305	<p>local delivery of programmes tackling worklessness. And social enterprise—how much will unemployed, laid off/redundant and young apprentices have to pay out of their own pockets? NE Haringey is poorest/deprived area in London and one of the worst in the country. Seems to me this is cutting out the best opportunity forward to try and improve this embarrassing statistic.</p> <p>If this means cessation of the local Community Neighbourhood Police Panels, like my Bruce Grove group with Sgt. Casey, then I am dead set against this proposal. The local residents know their ward areas best and it is through these panels that they are given the opportunity to highlight any noticed criminal and anti-social behaviour problems and can then bring to their local Police's attention. This is a vital necessary service. (Also refer to Point 60 above where this is touched on with importance of retaining the Youth Centres.) It is the residents who set police services priorities in their ward areas.</p>	<p>Although the local Police's allocation of Area Based Grant will cease on 31/3/11, none of this money funds Safer Neighbourhood Teams, which are funded centrally by the Metropolitan Police. The local Police and New Scotland Yard have assured the Council that there are no plans to reduce the funding of Safer Neighbourhood Teams. And the local Safer Neighbourhood Panels (made up of Ward residents) will continue to set the priorities for their local Safer Neighbourhood Teams.</p> <p>The Police are currently carrying out consultation, including with residents, on how the Safer Neighbourhood Teams are deployed across all London boroughs.</p>
Q53	79 &	7	Anti-Burglary	35	<p>Why do these have to be cancelled? Total saving for all</p>	<p>These were all previously funded through the Area Based Grant which will not exist after March 2011.</p>

OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

<p>Niall Bolger</p>	<p>80</p>		<p>Support, Independent Domestic Violence Advocate Roles, and Funding for Victim Support for Young People</p>	<p>three amounts to only £115,000. Are these services duplicated and provided elsewhere in the budget? These services are for VICTIMS of crime, domestic violence, and child abuses.</p>	<p>Services to victims of crime will continue via Hearthstone and Victim support, as these did before the Partnership used the Area Based Grant to enhance this work.</p> <p>The Police are trying to identify funding to continue to provide the locks etc to victims of domestic burglary to reduce repeat burglaries. There is no mainstream funding for this activity from the council.</p>
<p>Q54 Niall Bolger</p>	<p>83</p>		<p>UE Cross-Cutting- Implementation of One Frontline Service</p>	<p>I am unclear what UE stands for but by rest of this description, I would take it to mean that some existing frontline services will be cut (not itemized here) with no chance of "ad hoc" flexibility to add any identified services needed after budget is set. What actions would Council take to make any adjustment?</p>	<p>"UE" stands for the Urban Environment Directorate.</p> <p>The details outlining the principles of the Single Frontline were presented in a report to Cabinet on 25<sup>th</sup> January 2011. The web link to the report is: <a href="http://www.minutes.haringey.gov.uk/ie/ListDocuments.aspx?CId=118&amp;MId=5013">http://www.minutes.haringey.gov.uk/ie/ListDocuments.aspx?CId=118&amp;MId=5013</a></p> <p>A specific function of the proposed Single Frontline will be to engage with communities within individual Area Assemblies to help identify local priorities which will be turned into local area action plans. These area action plans will need to be approved by the proposed Area Committees and it is envisaged that the task of resolving many of the issues identified will be responsibility of the Single Frontline within the context of mainstream, budgeted allocations approved by Council on 17<sup>th</sup> January 2011. This structured approach will ensure that services are held to account in resolving the issues highlighted. The process of identifying and resolving the needs of the local community will be ongoing and area action plans will be updated accordingly over time.</p>



OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

<p>Mun Thong Phung</p>	<p>General</p>	<p>Risk</p>	<p>The Committee asked for a briefing note on how the consideration of risk in Adult Services and Children's Services savings proposals had been assessed. (Action No.159.8)</p>	<p>For Adult, Culture and Community Services and as part of Equality Impact Assessments, data has been gathered and analysed to assess any effects. Potential positive and adverse impact is identified and ensures actions to mitigate risks put in place to reduce any adverse effects. The assessment process ensures that different equality groups are equally served by proposals put forward. Due regard has been given on impact to customers and staff in the delivery of services, and consultation has been the essential part to inform our assessments.</p>
<p>Mun Thong Phung</p>	<p>Q34</p>	<p>Closing of centres for Older People</p>	<p>15-16</p>	<p>Re. Q34 – The Committee asked for the number of dementia patients at Cranwood Lodge and what private provision was available in the local area if Cranwood Lodge was closed (Action No. 159.6). (Cllr Newton</p> <p>Please see the attached information (Appendix ACCS 4). There are nine Dementia beds in Cranwood Residential Home. In addition, in terms of local specialist dementia provision. The Hornsey Neighbourhood Centre houses the Haynes Day Centre which can take up to 15 older people with dementia per day, 5 days per week.</p> <p>Further information was requested by a Committee Member regarding the potential future of the Haynes Centre.</p> <p>Officer's response: The preferred option would be to merge The Grange Centre with The Haynes as the Haynes is a new Centre. I still very much hope that we will be able to do this if, following consultation, it is decided that the centres should be merged, then if we can reach agreement with NHS Haringey not to charge the Council an additional £100k to run the centre then we would look to merge these two services on to the Haynes site. A full briefing has been prepared which responds to your further questions. Please note, The</p>

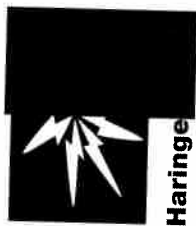
OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

Niall Bolger	77, 78, 80 & 83	21	Enforcement	Various	Re. Q46 – The Committee requested further details on the potential implications of the various Enforcement saving proposals.	<p>Haynes Centre is open Monday –Friday and not at the weekends. The Grange is open at the weekend as previously additional funding was found from the Area Based Grant to support this.</p> <p>Details have already been provided on the impact of the ‘Out of Hours’ (Noise) and Street Enforcement teams. However, these reductions and the potential impact on services needs to be considered as part of Single Frontline proposal, where a savings target of £3.5 Million has been identified. Details of the Single Frontline proposal can be seen in a report which was presented to Cabinet on 25<sup>th</sup> January 2011 – web link: <a href="http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&amp;MIId=5013">http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&amp;MIId=5013</a></p> <p>The reduction of one post in the Trading Standards service relates to a position which has been vacant for over 12 months. Therefore, this reduction will not impact on current levels of service. A commissioning strategy on all regulatory services is being developed which will include options on how a future effective and efficient Trading Standards service can be delivered to meet the demands of the Borough.</p>
Julie Parker	8	11	Council Tax Benefits Subsidy	4,000 total	Re. Q13 – The Committee requested a briefing note on the Council Tax benefits subsidy calculation that would produce a cost to the Council of £4m. The note should identify the estimated level of subsidy being withdrawn by central Government. (Action No. 159.2). (Cllr Winskill)	<p>The total 2010/11 revenue budget for maintenance (to which this savings proposal relates) is:</p> <ul style="list-style-type: none"> <li>• Operational Buildings £1,503 k</li> <li>• Commercial/Community Buildings £ 235k</li> </ul> <p>There are already pre-agreed savings which, together with the savings considered by Cabinet in December 2010 and those about to be considered, will reduce the total of £1738K by £395 i.e 23%</p>

OSC BUDGET SCRUTINY QUESTIONS FOR 31<sup>st</sup> JANUARY 2011, 10AM

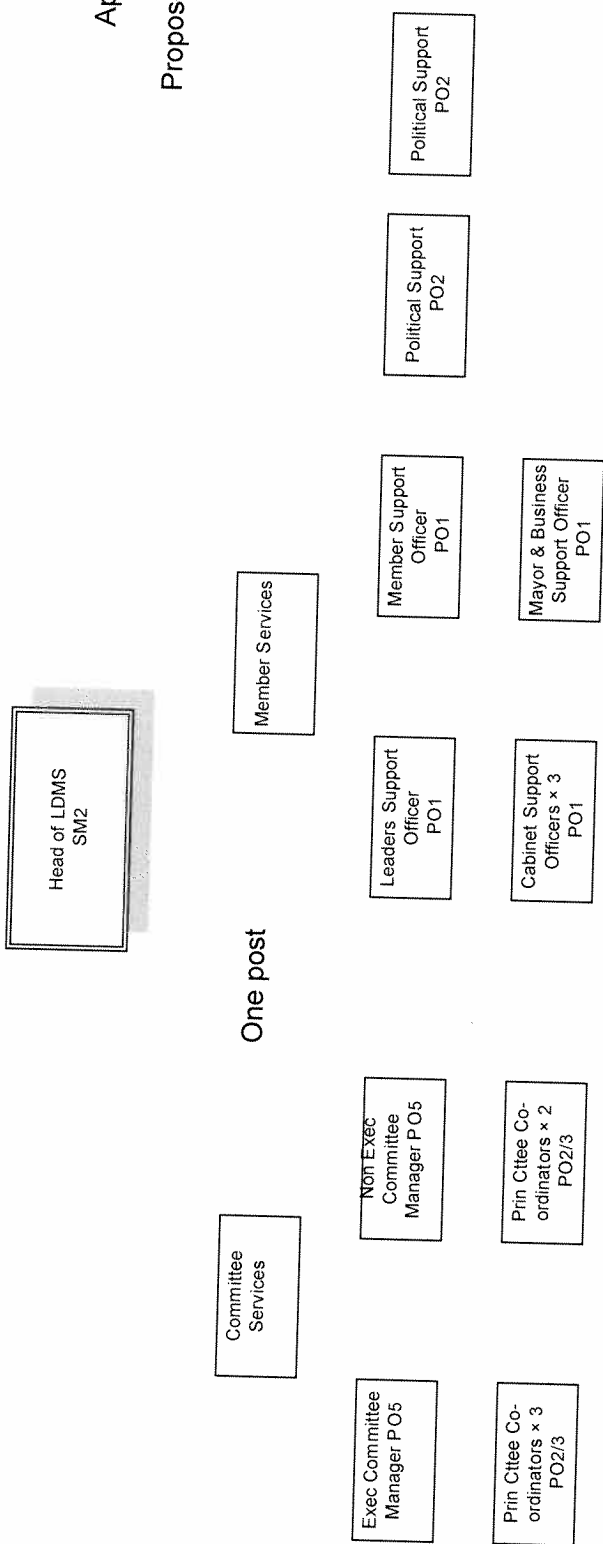
	This excludes Education/Schools and Housing. This budget covers landlord responsibilities.					
Julie Parker	The savings relate to the restructure of IT Services which aligns the department with the findings from the Value for Money review, the need to deliver the IT Strategy 2010-13 (as approved by Cabinet on the 13 <sup>th</sup> July 2010) and in the light of the constrained economic climate the Council is now facing. The total savings from the restructure are £880K which is a net reduction of 19 posts of the IT Services establishment. Given pre-agreed savings already committed, this equates to over a £1 million reduction in the IT Services revenue for 2011/12.	Re: Q22 – The Committee asked for more information than was given in the answer on IT savings and what percentage contribution to the overall savings target this proposal represented. The committee were informed that more IT savings would be included in the next set of savings and the data provided for the next O&S session should address members' concerns. (Action No. 159.4). (Cllr Winskill)	300	IT (Implementation of Value for Money)	13	20
Julie Parker	IT Services negotiated a reduced tariff from Virgin Media effective from August 2010 which has reduced headline costs by approximately 10% - the anticipated savings are included within the pre-agreed savings for 2011/12.	Re: Q25 – The Committee noted that the Council had negotiated a significant reduction in costs of telephone calls to landlines. Further details were requested to be provided (Action No. 159.5). (Cllr Winskill/ Chair)		Reduction in use of mobile phones	13	24





Appendix 1

Proposed Structure



All grades provisional subject to evaluation

Staffing 17 FTE

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# **Outline Proposals for a Single Frontline Service**

# **Introduction**

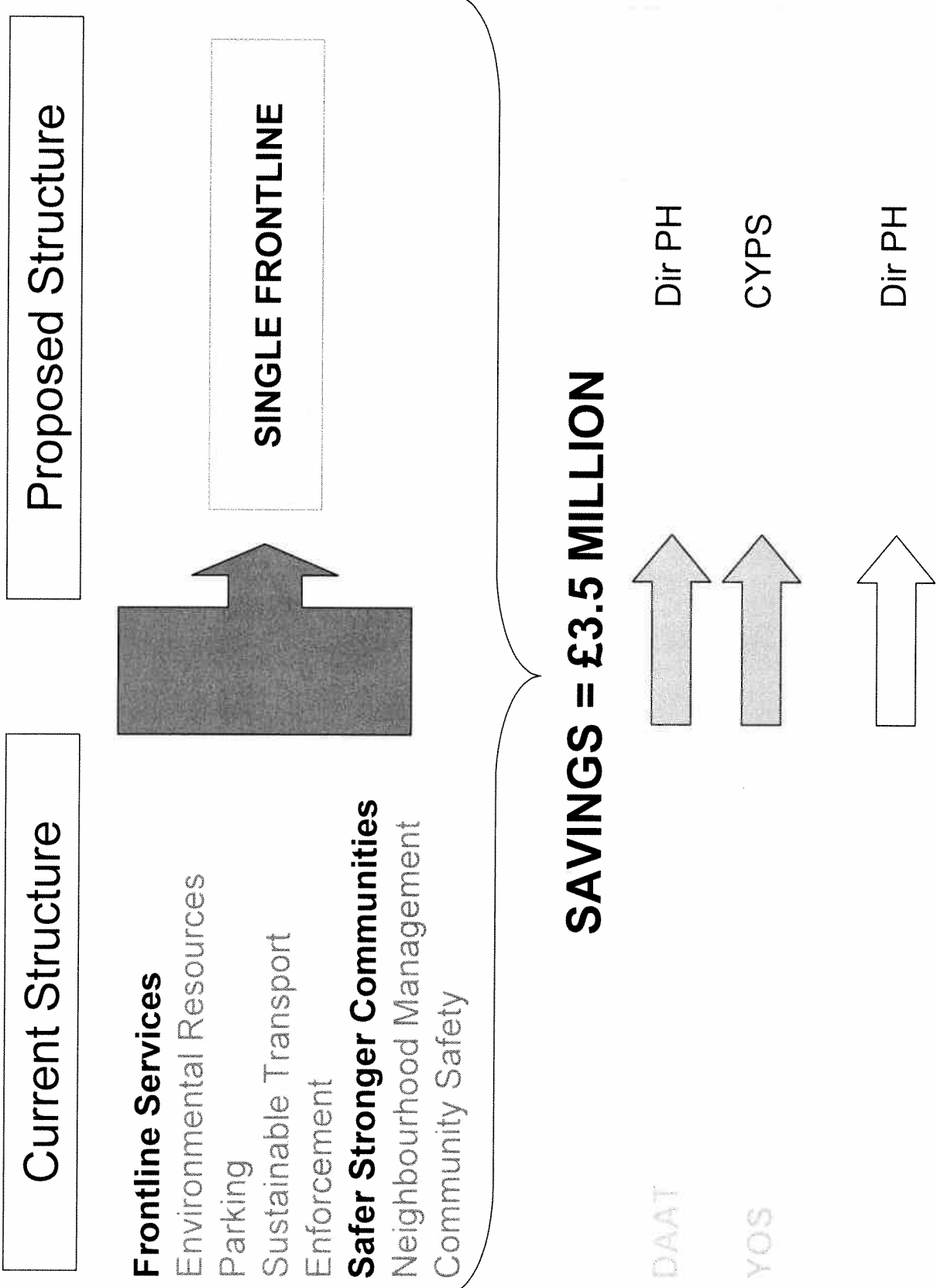
1. Cabinet Introduction
2. Recommendations
3. Principles of a Single Frontline Service:
  - Neighbourhood Services
  - Street Management
4. Governance Arrangements
5. Questions & Answers

# Cabinet Introduction – Single Frontline Service

- Context
  - £46 million savings required for 2011/12
  - £87 million over next 3 years
  - Difficult decisions to cut or reduce services
- Need to do more for less
- Minimise the impact on residents/traders
- Engage and empower residents
- Work more effectively with partners
- Save £3.5 million – amalgamation of Business Units / functions

# Recommendations

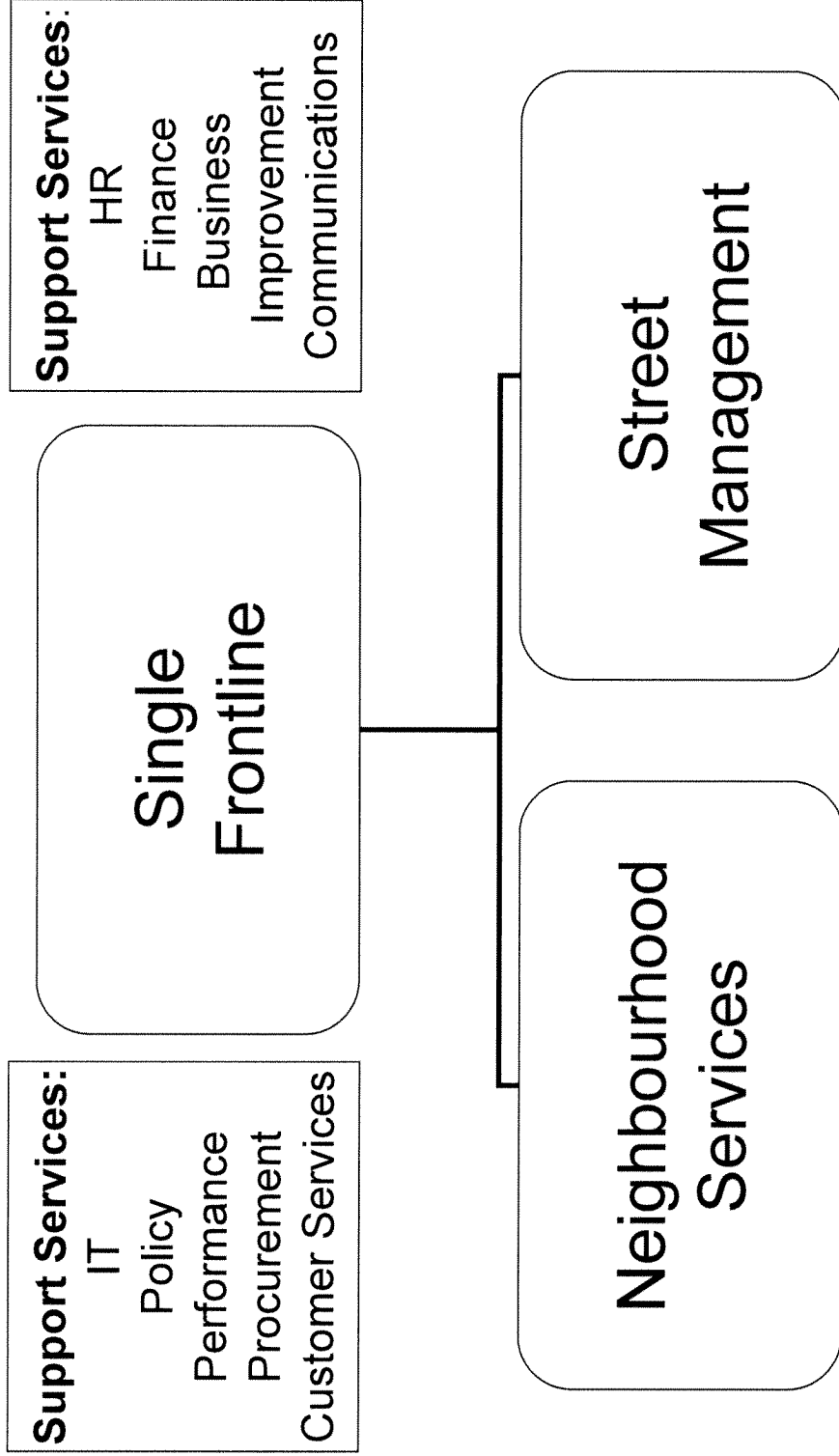
- To agree the principle of the amalgamation of Frontline Services together with elements of Safer Stronger Communities into a **new Single Frontline Service**.
- To agree to develop the detail of the reorganisation and present this to the General Purposes Committee.



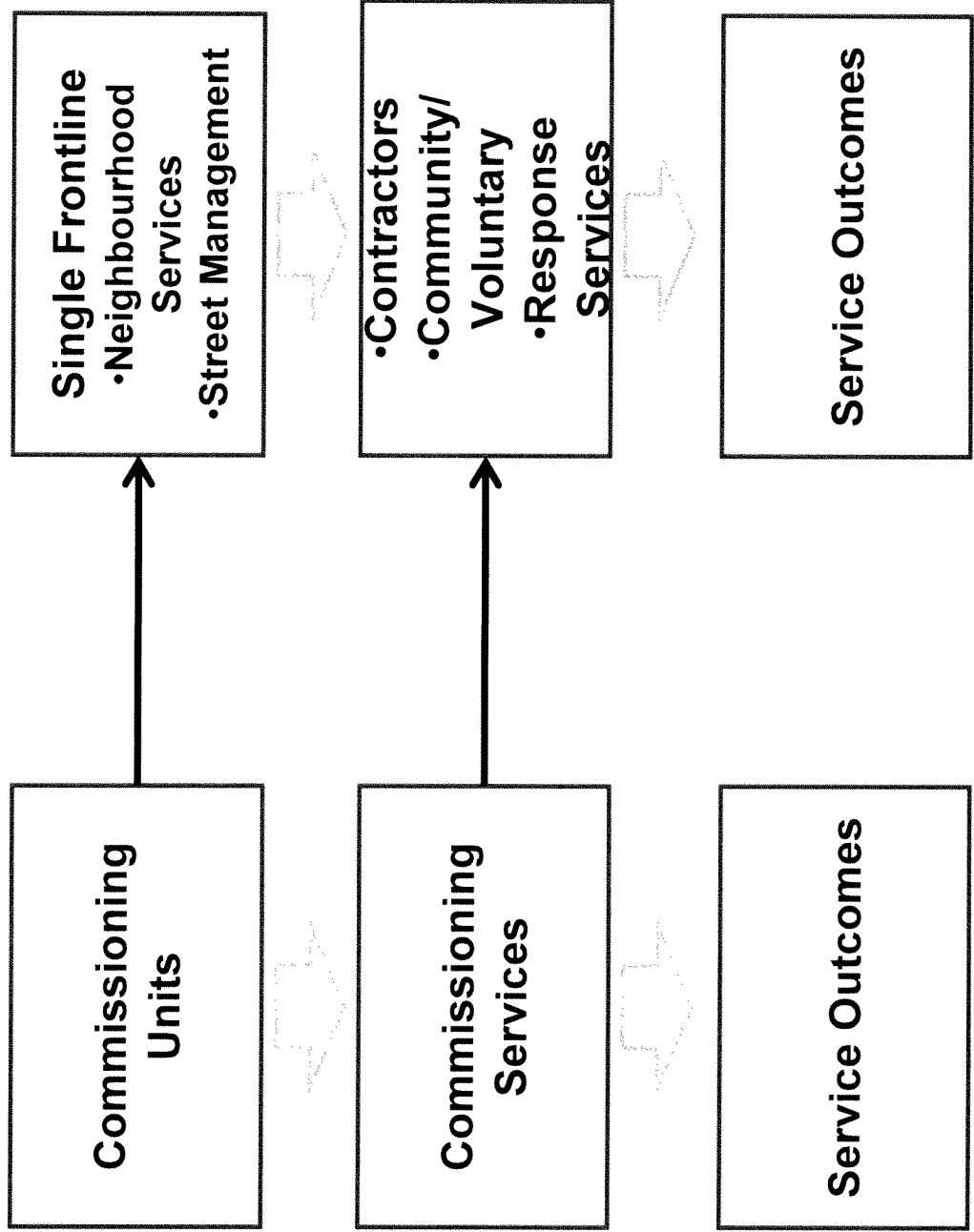
## Financial Savings

- £3.5 Million Target (FYE)
  - SSC Neighbourhoods    £1.4 Million
    - 24 Staff
  - Frontline Services    £2.1 Million
    - 40 Staff (15% Reduction)





# Commissioning Approach



# Single Frontline

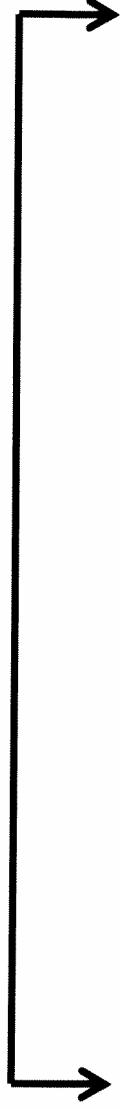
## Key Objectives Include :

- An instantly recognisable uniformed presence
- To provide high quality services
- Support Area Assemblies (Forums) / Area Committees:
  - Identify local priorities – Area Plans
  - Be more responsive to local issues
  - To empower and facilitate local residents/community groups
- To improve traffic flow and reduce the number of accidents
- To work more effectively with partners
- Less Money - minimise the impact on residents/traders

# COMMISSIONING UNITS



Street  
Management

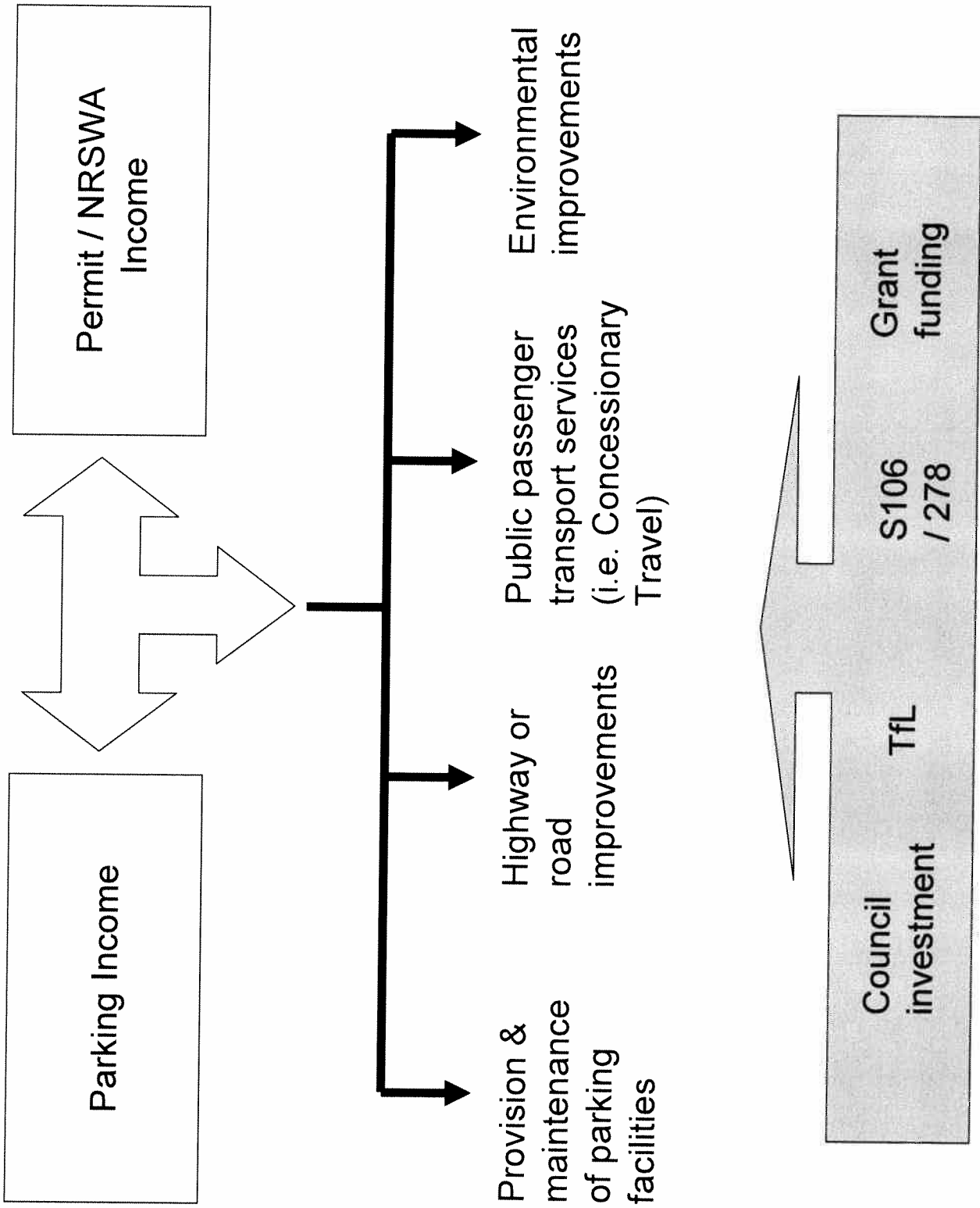


Parking Infrastructure

- Parking Development/ Traffic Schemes (CPZs)
- Concessionary Travel
- Contract management
- Traffic Management Orders
- GIS /ParkMap
- Parking Correspondence

Traffic Management

- Permit Team
- Parking Enforcement
- CCTV Control
- Highway Licences
- Car Parks



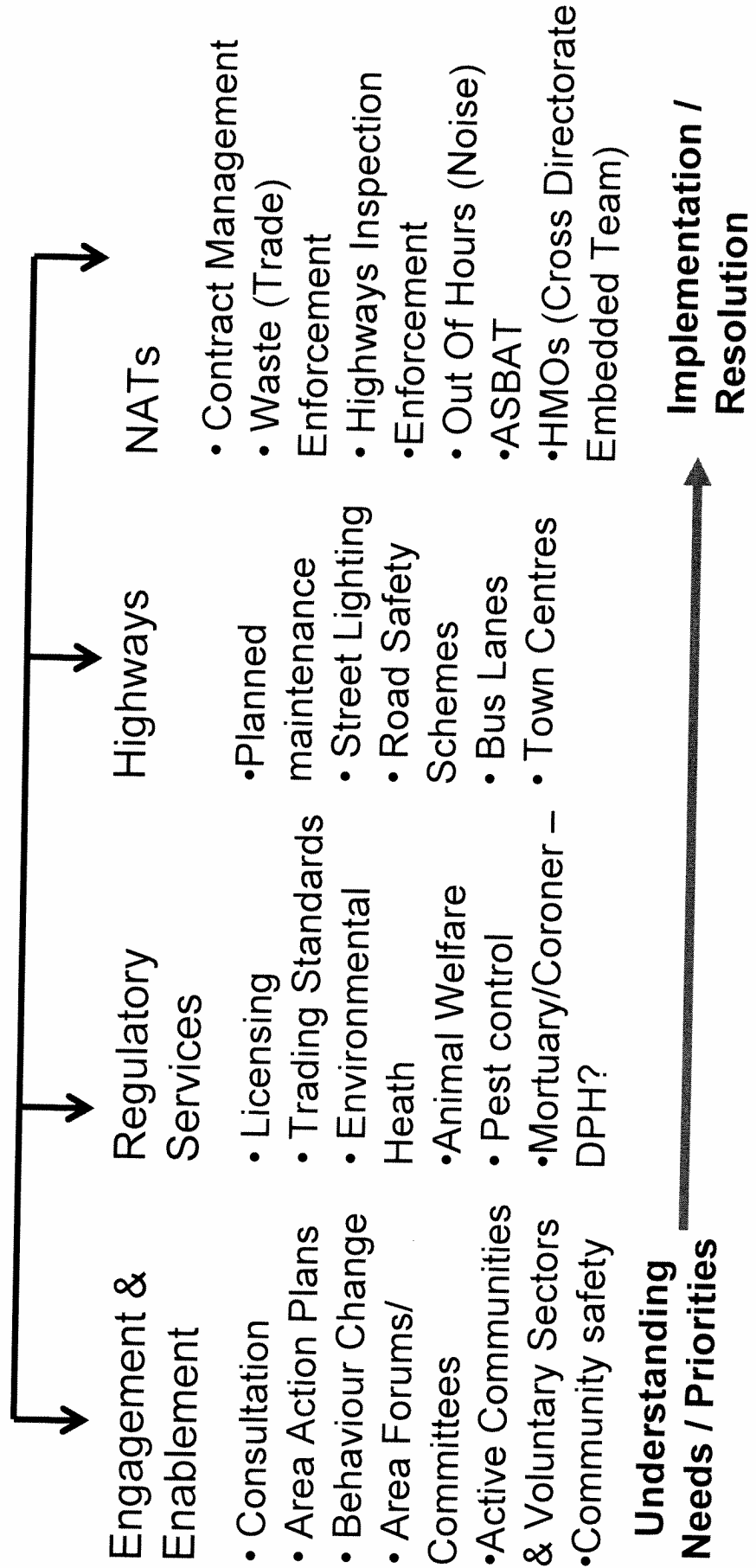
# Street Management Rationale

- By aligning these areas ensures that all aspects of the Traffic Management Act are met;
- Provides a borough-wide focus
- Accountability and responsibility for the end to end process;
- Trading account provides transparency;
- That revenue is identified for reinvestment;
- Can be badged to reinforce the Single Frontline.

# COMMISSIONING UNITS

Neighbourhood  
Services

7 x Area  
Assemblies/  
Committees



# Neighbourhood

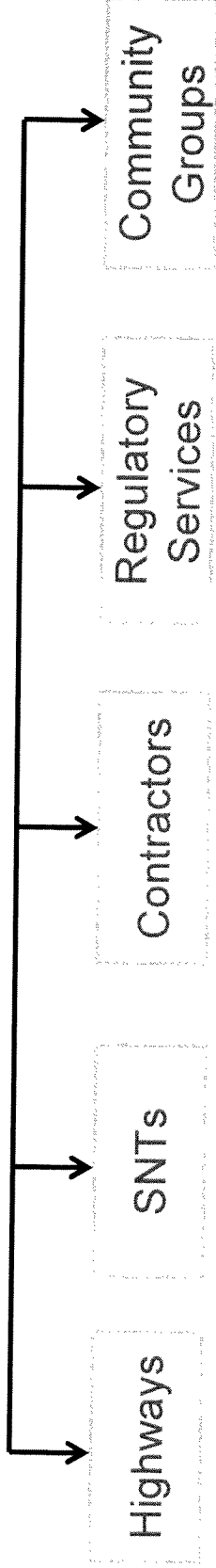
Identify Needs of Local Community



NATs Team Area Response

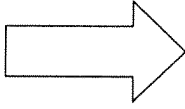


## Commission Services

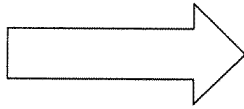




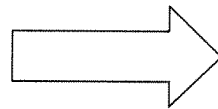
Identify Needs



NATs Team  
Area Response



Commissioning  
Services



Outcomes

**Fly-tipping hotspot identified through local community**

**Resolve Issue:** Gather enforcement intelligence; undertake enforcement, complete monitoring of site; design out the problem, identify work to be commissioned

**Commission:**

- Waste contractor for removal
- Waste contractor to educate and inform local residents
- Highways to design and implement a scheme to prevent access to site
- Local residents to be eyes and ears
- Local residents for clean up
- SNT for Further Action/Arrest

**Improve street cleanliness**

# Neighbourhood Services Rationale

- Instantly recognisable On Street Presence
- Provides a framework for identifying local priorities
- Provides Area Based Solutions
- Stronger Engagement & Empowerment with Local Communities.
- NATs - Multi-disciplined patrolling Neighbourhood Environmental Officers to ensure service outcomes delivered by:
  - Commissioning specific services
  - Effective contract management
  - Enforcement
- Meets statutory responsibilities.
- Integration of services – Single IT Work Platform

# Working in Partnership - SNTs

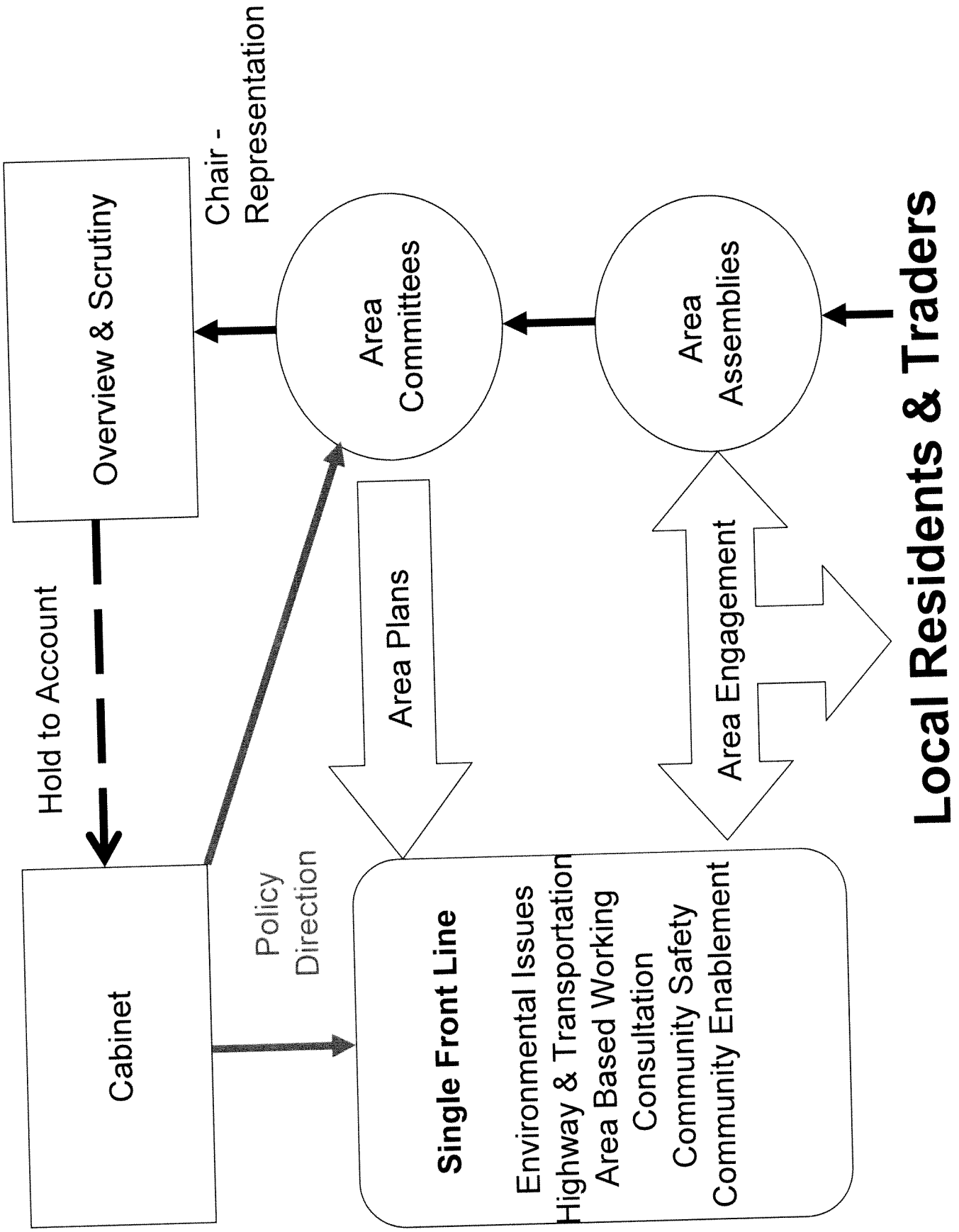
- Joint working
  - Litter Patrols
  - Fly Tipping
  - Dog Fouling
  - Licensing
  - Intelligence Gathering
- Engagement with community to understand needs
  - SNT Ward Plans
  - Area Forum/ Committee Action Plans
- Training/ Awareness/ Shared Intelligence and information
- Joint Performance Indicators – Place Satisfaction Rates
- Potential co-location
- Joint funding arrangements – mutual benefits

# Working in Partnership - Veolia

- Service design around Area Assemblies
  - More responsive and accountable to local community
  - Contractor to play a more proactive role in engaging with local community groups and resident associations
  - Street Cleansing Service to have individual Area Assembly branding, linking the service to the local community
  - Street Cleansing Targets to be established for each Area Assembly
- Fly Tips less than 3m<sup>3</sup> to be collected within 6 hours
- All residential roads to be swept x2 per week
- All residential roads to be swept over 6 days (Mon – Sat)

# Working in Partnership - Veolia

- Transparency of information – public web links to monitor services, report problems and request services;
- Veolia staff to be trained in complaints resolution and Customer Care service principles;
- Analyse complaints to resolve underlying issues;
- Recruiting & supporting Local Environment Champions;
- A dedicated Education & Participation Team of 6 staff supported by a £300K per annum budget for engagement, communication, marketing & educational campaigns;
- A £50K per annum fund to be shared with Schools to incentivise recycling.



# Meeting Manifesto Commitments

- **Tackling violent crime and anti-social behaviour**
- **Tackling environmental crime (Street Enforcement - NATs)**
- **Tackling dangerous dogs and their owners**
- **Tackling carbon emissions**
- **Green transport**
- **Decent Homes and neighbourhoods for all (Rogue Landlords)**
- **Delivering value for money**
- **Delivering services that you want**

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## Overview and Scrutiny 31.1.11 - Answers to Questions 37 &amp; 39

## DRAFT MEDIUM TERM FINANCIAL PLAN TO MARCH 2014 - ANALYSIS OF PROPOSED BUDGET CHANGES

	2010-11 Revised Budget £'000	2011-12 Projected Budget £'000	Net Change £'000	%age	2012-13 Projected Budget £'000	Net Change £'000	%age	2013-14 Projected Budget £'000	Net Change £'000	%age	Overall Change £'000	%age
<b>Funding Requirement - General Fund</b>												
<b>Service Areas (excluding Corporate Recharges and Capital Financing Costs)</b>												
Children's and Young People	73,837	70,492	(3,345)	4.5%	64,633	(5,859)	8.3%	63,892	(741)	1.1%	(9,945)	13.5%
Adults Culture and Community Services	95,101	90,011	(5,090)	5.4%	87,973	(2,038)	2.3%	88,028	55	-0.1%	(7,073)	7.4%
Urban Environment	46,613	38,211	(8,402)	18.0%	36,749	(1,462)	3.8%	36,533	(216)	0.6%	(10,080)	21.6%
<b>Sub-Total</b>	<b>215,551</b>	<b>198,714</b>			<b>189,355</b>			<b>188,453</b>				
<b>Corporate Services</b>												
Corporate Resources	37,095	29,459	(7,636)	21%	29,338	(121)	0%	28,606	(732)	2%	(8,489)	22.9%
People & Organisational Development	5,756	2,484	(3,272)		2,057	(427)		1,927	(130)		(3,829)	
Policy, Performance, Partnership & Communication	6,166	6,059	(107)		6,059	0		6,059	0		(107)	
Chief Executive	2,979	2,678	(301)		2,678	0		2,678	0		(301)	
<b>Sub Total POD/PPP&amp;C/CE</b>	<b>14,901</b>	<b>11,221</b>	<b>(3,680)</b>	<b>25%</b>	<b>10,794</b>	<b>(427)</b>	<b>4%</b>	<b>10,664</b>	<b>(130)</b>	<b>1%</b>	<b>(4,237)</b>	<b>28.4%</b>
Non-Service Revenue	40,283	46,776			51,242			66,661				
<b>Sub-Total</b>	<b>92,279</b>	<b>87,456</b>			<b>91,374</b>			<b>105,931</b>				
<b>Total Funding Requirement</b>	<b>307,829</b>	<b>286,169</b>			<b>280,728</b>			<b>294,383</b>				

Please note that Non-Service Revenue includes provisions for inflation, cross cutting savings and other specific growth provisions.

**Haven Day Care Centre****Service Provision**

The targeted client group is older people with physical disability/mobility problems and/or sensory impairment. 20 clients attend per day, with 43 people on the list of attendees, most of whom attend 2-3 times each week. There are high levels of clients with continence problems. Most of the service users are picked up from their homes using three centre-based vehicles, all fully accessible and leased via Haringey Enterprise. The drivers and escorts are sourced from the Haven staff group, thus providing a "sitting-room to sitting-room service". (The vehicles are also used to provide transport to the Drop-Ins to maximise efficiency of use). Each service user has an individual care/support plan, which takes account of their individual needs as part of a holistic assessment. The physical/social/emotional care provided includes assisting with going to the toilet, eating, mobility and social/craft activities which are adjusted to take account of the individual abilities of the service users. The Haven has an active carers support group which meets monthly in the building, in the evenings. Operates Mon-Friday, 8.30 to 5 p.m.

**Service take-up**

Service take up for December 2010 was 96.8% of capacity, with a further two service users on the waiting list for service.

**Building**

The Haven building dates from the 1970's and has been specifically adapted to cater for its current client group. It is brick built with a tile roof. It has five toilets for service users, two of which are fully adapted. It has a level access shower. It has one main hall which is used for social activities and also meals, with a separate area for craft-based activities. An on-site production kitchen provides the catering function. The building is surrounded by a mainly grassed area, with some hard-standing for vehicles. The rear garden has been dedicated as a Garden of Memories for staff and service users who have died; funding for this area has been provided by relatives and donations in kind from local businesses and the Parks Section and improvement work has been carried out on a voluntary basis.

**Current Budget**

<b>Expenditure</b>	
Employees	244,000
Premises	7,300
Transport	79,700
Supplies and Services	14,700
	<b>345,700</b>

The budget summary above excludes meals income budget of £10k

The re-provision proposal for the 43 clients attending the Haven was estimated at an average of 3 hours additional home care per week, or some alternative day care and 3 Sodhexo mobile meals (MOW) at an annual cost of £151.7k, for 50 service users, due to their higher physical frailty and consequent personal care needs. This will be managed through the provision of individual budgets to service users.

The saving proposed from the closure of the Haven is £184k.

### Woodside Day Care Centre

#### **Service Provision**

The targeted client group is older people with a range of mental health problems, mainly the easier to manage end of the dementia spectrum (approx 80%). 24 clients attend per day, with 45 on the list of attendees, most of whom attend 2-3 times/week, with three who attend 5 days/week. There are high levels of clients with continence problems. Most of the service users are picked up from their homes using two centre-based vehicles, both fully accessible and leased via Haringey Enterprise. The drivers and escorts are sourced from the Woodside staff group, thus providing a "sitting-room to sitting-room service". (The vehicles are also used to provide transport to the Drop-Ins to maximise efficiency of use). Each service user has an individual care/support plan, which takes account of their individual needs as part of a holistic assessment. The physical/social/emotional care provided includes assisting with going to the toilet, eating, mobility and small group orientated therapeutic activities including poetry and play-reading groups. Operates Mon-Friday, 8.30 to 5 p.m.

#### **Service take-up**

Service take up for December 2010 was 100% of capacity. There are currently no service users on the waiting list for service.

#### **Building**

The Woodside building dates from the 1930s and is situated at the edge of Woodside Park, with which it shares a boundary, on White Hart Lane. It appears to be of wood-frame construction, covered in stucco, with a slate roof (refurbished in 1998). It has been specifically adapted to cater for its current client group, with ramped access to all entrances, a main central sitting area and a smaller break-out room, with a separate dining room, all of which are used for activities. It has three toilets for service users, two of which are fully adapted. It has a level access shower and laundry facilities. A small kitchen facilitates the catering function, which is provided by Sodhexo under contract so there are no catering staff. The building is surrounded by a small mainly grassed area and flower beds, which is mainly maintained by staff and service users, with some help from community volunteers. Vehicles are parked on the road outside the centre during the day, in designated spaces, but stored at Woodside House overnight. Woodside Day Centre is

adjacent to a nursery with which the service has made social links, with children visiting to sing and be read to.

### **Current Budget**

<b>Expenditure</b>	
Employees	264,800
Premises	15,200
Transport	45,600
Supplies and Services	18,800
	<b>344,400</b>

The budget summary above excludes meals income budget of £12.5k

The re-provision proposal for the 45 clients attending Woodside day centre was calculated on the basis of providing service users with day care at either the Grange/Haynes or The Clarendon Centre, or personal budgets to purchase 2 days of Home Care, or day care at a daily rate of £32. The annual cost of re-provision was estimated at £133.1k for 40 clients. The savings proposal also assumes building security costs at £20k

The saving proposed from the closure of Woodside is £149k

### **Grange Day Care Centre**

#### **Service Provision**

The targeted client group is mainly older people living in the east of the Borough who have significant levels of mental impairment due to dementia, with an overlay of a range of challenging behaviours including wandering, sexualised behaviour and verbal/physical aggression. Up to 15 clients attend per day, currently 19 on list of attendees, most of whom attend 2-3 times/week. The Grange also provides a weekend carer respite service, funded by Area Based Grant. There is a high turnover of clients, due to the deteriorating nature of their condition. Most of the service users are picked up from their homes using one centre-based vehicle, fully accessible and leased via Haringey Enterprise. The driver and escorts are sourced from the Grange staff group, thus providing a "sitting-room to sitting-room service". Each service user has an individual care/support plan, which takes account of their individual needs as part of a holistic assessment. The physical/social/emotional care provided includes assisting with going to the toilet, eating, mobility and small-group/individual activities including singing, games, exercise, reminiscence and craft work. The grange has a vibrant carer support group that meets monthly. Operates Mon-Friday, 8.30 to 5 p.m. and at weekends 10-3 p.m.

#### **Service take-up**

Service take up for December 2010 was 57.6% of capacity, which has dropped from a peak of 78.6% in April 2010 due to the increased number of dementia day care places in the system following the opening of the Haynes

Centre in November 2009. The weekend service is attended by between 3-5 users/day. There is no transport available for the weekend service.

### **Building**

The Grange Day Centre occupies the ground floor of The Grange building in White Hart Lane, opposite White Hart Lane rail station. (The floor above is occupied by the Haringey Home Care service). It is a Queen Anne building, extensively refurbished after a fire in the 1990's, with a courtyard in front on which the centre-based transport parks. The main part of the building is Grade 2 listed. The Day Centre has a very domestic feel, with a through lounge which can be divided off by double doors to make two rooms. There is a separate dining area down four stairs (small specialist lift to assist those with mobility problems. An on-site production kitchen provides the catering function. It has four toilets for service users, all of which are fully adapted. It has a level access shower and laundry facilities as there are high levels of clients with continence problems. The Day Centre has access to a secluded and secure specialist dementia garden, which was funded by a combination of Millennium Lottery Fund and carer fundraising.

### **Current Budget**

#### **Budget**

<b>Expenditure</b>	
Employees	195,600
Premises	18,300
Transport	16,000
Supplies and Services	10,900
	<b>240,800</b>

The budget summary above excludes meals income budget of £8.4k

The proposal is to merge the Grange and Haynes centres at the Haynes site. The savings proposal therefore assumes that the premises, transport, supplies and services budgets move to the Haynes together with budgets for 1 Driver support worker, a part-time cook, 4 day centre workers and one .5 FTE manager. The total retained budgets are assumed to be £181.1k.

The saving proposed from the closure of the Grange is £53k, derived from deletion of two surplus posts following the merger, one at The Grange (deputy manager) and one at The Haynes (cook)

### **Haynes Day Care Centre**

#### **Service Provision**

The targeted client group is mainly older people living in the west of the Borough who have significant levels of mental impairment due to dementia, with an overlay of a range of challenging behaviours including wandering, sexualised behaviour and verbal/physical aggression. Up to 15 clients per day, currently 21 on list of attendees, most of whom attend 2-3 times/week.

There is a high turnover of clients, due to the deteriorating nature of their condition. Most of service users are picked up from their homes using one centre-based vehicle, fully accessible and leased via Haringey Enterprise. The drivers and escorts are sourced from the Haynes staff group, thus providing a “sitting-room to sitting-room service”. Each service user has an individual care/support plan, which takes account of their individual needs as part of a holistic assessment. The physical/social/emotional care provided includes assisting with going to the toilet, eating, mobility and small-group/individual activities including singing, games, exercise, reminiscence and craft work. The service at The Haynes is modelled on that provided at The Grange and there has been extensive sharing of staff between both centres in order to establish the Grange culture.

### Service take-up

Service take up for December 2010 was 64% of capacity, which has gradually increased from 40.35% in April 2010 due to increasing numbers of referrals. The increased number of dementia day care places in the system following the opening of the Haynes Centre in November 2009 has meant numbers in both centres have not as yet reached optimal numbers. There are currently three service users on the list for service at the Haynes Centre. There is currently no weekend service. There is high turnover of service users due to their frailty. Operates Mon-Friday, 8.30 to 5 p.m.

### Building

The Haynes Day centre building is part of a wider NHS neighbourhood health complex in Park Road, Hornsey, adjacent to the Leisure Centre. Some £750K of the capital cost of the complex was contributed by the Lewis and Mary Haynes Trust, a local dementia charity. It has full disability access throughout. It occupies a spacious section of the ground floor of the building and has separate art/craft, reminiscence and music rooms, as well as a clinical room, a bathroom, five toilets, a seating/library area and other facilities. There are two kitchens (a production kitchen and an occupational therapy/assessment kitchen). There is ample off street parking outside the side entrance. The Day Centre has access to a secluded and secure specialist dementia garden, which was specially designed following advice from the Stirling Dementia Unit. The space available in the centre could accommodate a minimum of 30 service users with relative ease.

### Current Budget

<b>Expenditure</b>	
Employees	263,600
Premises	15,800
Transport	5,400
Supplies and Services	12,300
	<b>297,100</b>

The budget summary above excludes meals income budget of £0.7k

The proposal is to retain the Haynes and merge with the Grange at the Haynes site. No savings are therefore assumed from the Haynes. Current levels of occupancy would allow both services to be combined on the Haynes site with relative ease, given current levels of occupancy, due to the much larger premises, and with no loss of service. There would still be some potential for a further increase in numbers in future to meet the increasing numbers of people with dementia in the population, subject to review.

Appendix 2

	2010-11 Revised Budget £'000	Proposed Savings 2011/12 £'000	Proposed Savings 2012/13 £'000	Proposed Savings 2013/14 £'000	Proposed Savings Total £'000	%age of budget
People, OD, PPP&C and CE	15,262	3,129	427	130	3,686	24.2%
Corporate Resources	33,526	6,975	59	732	7,766	23.2%
Adults, Culture & Community Services	95,159	10,852	4,391	2,405	17,648	18.5%
Children & Young People	73,320	11,562	2,576	0	14,138	19.3%
Urban Environment	48,669	7,508	1,092	26	8,626	17.7%
Cross Council		2,854	5,757	700	9,311	
Non Service Revenue	41,893				0	
<b>TOTAL</b>	<b>307,829</b>	<b>42,880</b>	<b>14,302</b>	<b>3,993</b>	<b>61,175</b>	



Appendix 3

SPPG - Service contracts - 2010/11  
Grant reduction proposal

Sector / Provider	Units	Estimated revised units reduced	Estimated revised units retained
Mental Health	216	86	130
Learning Disability			
Older People	161	31	130
Offender and Substance Misuse	716	60	656
HIA	95	20	75
Generic Floating Support	318	0	318
BME Organisations	1378	321	1057
Teenage parents	335	8	327
Single Homeless	18	10	8
Young People	139	0	139
Domestic violence	67	0	67
HIV/AIDS	67	44	23

	0	3
	0	33
	580	2,966

	3
Physical /sensory impairment / HIV	33
	3546

<b>Planned external expenditure 2010/11</b>	14,253,330
<b>Proposed Reduced 2011/12</b>	5,345,392
<b>Proposed Retained 2011/12</b>	8,907,938

	Units	Units
	80	36
	0	24
	600	2,640
	0	100
	0	255
	0	70
	30	0
	30	34
	740	4,337

INTERNAL	Sector / Provider	Units
	Mental Health	116
	People with LD	24
	Older People	3,240
	Domestic Violence	1,278
	Single Homeless	255
	Young People	70
	BME organisations	30
	Physical / Sensory impairment	64
	<b>Planned expenditure £2,982,959</b>	<b>5,077</b>

<b>Planned Internal expenditure 2010/11</b>	<b>2,982,959</b>
<b>Proposed Reduced 2011/12</b>	<b>200,587</b>
<b>Proposed Retained 2011/12</b>	<b>2,782,372</b>

	Sub total
Total SPPG contract 2010/11	17,236,289
Co-Ordination costs 2010/11	310,000
<b>Total projected expenditure 2010/11</b>	<b>17,546,288</b>

Total target saving 5,545,979

SPPG Contract value 2011/12	11,690,310
Co-ordination cost 2011/12	300,690
<b>Total projected expenditure 2011/12</b>	<b>11,991,000</b>

**2011/12 Budget allocation 11,991,000**

In order to achieve a reduction of £5m, commitments must be reduced by £546k due to inherent budget pressures currently within the programme.

## RESIDENTIAL HOMES

Name of care home	Address and postcode	Number of beds (number of dementia care beds)	Average cost of placement	Host borough
Brownlow House	4 Princes Avenue N10 3LR	24 (8)	£510	Haringey
Ernest Dene	8/12 Donovan Avenue N10 2JX	33 (33)	£510	Haringey
Spring Lane	170 Fortis Green N10 3PA	62 (27)	£700	Haringey
Morriss House	23 Coolhurst Road N8 8EP	25 (15)	£570	Haringey
The Meadow	Meadow Drive N10 1PL	40 (40)	£590	Haringey
Paul May	17 Dukes Avenue N3 2DE	8 (8)	£560	Barnet
Roseview	17 The Limes N11 1RE	14 (14)	£600	Enfield
Seaforth Lodge	Carlton Road N11 3EX	21 (21)	£550	Barnet
The Limes	11/15 Fenstanton Avenue N12 9EE	26 (26)	£500	Barnet
Ashfield	23/25 Castle Road N12 9EE	15 (15)	£580	Barnet
Catherine Lodge	36/42 Woodside Park Road N12 8RP	39 (39)	£600	Barnet

## NURSING HOMES

Kenwood	30/32 Alexandra Grove N11 1LX	32 (14)	£630	Barnet
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## In-House Residential Care homes – a briefing

### 1. Background

Haringey Council currently directly provides 133 residential care beds in three in-house residential care homes, Red House, Cranwood and Broadwater Lodge. Of those beds, 41 are for frail elderly people and the remainder (72) are for people with dementia and/or other mental health problems. All are in single rooms. The service is regulated and independently inspected by the Care Quality Commission (CQC) in the statutory context of the Health & Social Care Act 2008 and associated regulations and guidance. There are detailed standards set out by the CQC over 28 designated outcome areas to which the service is expected to conform; these were most recently re-issued in March 2010. All three are currently graded as “Good” by the CQC.

Care levels in all three homes are calculated on the basis of contact care hours, per person, per week. Night care staff are additional to this level of staffing, as are managers and ancillary staff. There are high levels of both physical and mental frailty amongst the resident groups and hence this means there is a high turnover rate. It must be emphasised that residential care should be viewed as a ‘last resort’ and that has been government and adult social care policy since the NHS and Community Act 1990.

Admission to a residential care placement is only following a Fair Access to Care Services assessment of need. Service users are only recommended for residential care when community care packages are insufficient to cope with their levels of frailty and risk when living at home, so as a last resort when all other community care support has been exhausted. All such service users are financially assessed and contribute to the cost of their service according to their means.

### 2. Service Provision

Care and support is provided 24/7 in the three homes using a social care model. The aim is to establish small social groups or residents in group living lounges, where trained staff work with service users to maximise remaining skills and abilities, and thus their independence. The underpinning ethos can be summed up as “We work in your home, you do not live in our workplace” and staff are expected to behave accordingly. An independent Residents and Relatives Council was established in September 2010, which is facilitated by the Haringey LINK. The service subscribes to the 10 Principles of Dignity in Care and all Home Managers have signed up as Dignity Champions. The homes have a Charter of Rights for residents.

There is currently a very low level of agency staff use in the service, which ensures a higher standard and continuity of care.

The homes provide a three-strand care service, concentrating on not only physical but also social and emotional care. Each service user has their own key worker and an individual care and support plan which has been agreed with them. This plan includes individual risk assessments and also the wishes of each resident in relation to their desired end of life arrangements, where they have chosen to make that clear.

All meals are fresh cooked and the full range of specialist meals are available, including diabetic, low fat and pureed diets. The catering function is carried out in the on-site production kitchens. Quality standards are monitored by the management team, supported and advised by the Adult Service catering and Nutrition Advisor. All three kitchens scored 5 Stars in the Haringey Council "Scores on the Doors" environmental health inspection scheme for catering facilities.

All three homes have activity organisers who work with the wider staff team to provide an extensive range of therapeutic, social/craft and exercise based activities, as well as trips out in the fully accessible mini-bus which is shared between the three homes.

**3. Attached templates [Appendix 4.3] with descriptions for all three residential homes.**

**Proposal to close the three Older People's Care Homes**

(Refers to Point 3 on the Briefing for Councillor Bull on Older People's Residential Care Homes)

**1. The Red House****Description**

There are 3 in house residential homes for Older People in the Borough. This proposal is to close The Red House Residential Home (West Green Road). The Red House is a 34 bed home which provides a service to physically frail older people (17 beds) and also older people with dementia (17 beds). It is rated as **Good** by CQC (Care Quality Commission). However, this home is being proposed for closure as it has a higher unit cost than its direct comparator Cranwood. In addition, though refurbished, the building is relatively less suitable for purpose and has the least good external grounds.

**Ward Affected**

St Ann's

**Impact/Risks**

High impact, medium risk for service users. The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change.

All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care reprovision for the remaining individuals going forward, for example this must be alternative residential care, nursing home care, NHS Continuing Care and Extra Care.

**Number of Service Users Affected**

Up to 34

**Number of Staff Affected**

Up to 40 staff (36 Full Time Equivalents (FTEs)). Maximum redundancy costs £231k.

**Calculation of Saving****Current Budget****Expenditure**

Employees	1,040,300
Premises	75,900
Transport	7,500
Supplies and Services	73,800
	<b>1,197,500</b>

## 2. Broadwater Lodge and Cranwood Residential Homes

### Description

Closure of these two Older People's residential homes. Cranwood is a 33 bed home and Broadwater Lodge is a 45 bed home. The principles for closure are the same as the proposal to close The Red House in Phase 1 of the efficiency program.

### Ward Affected

Muswell Hill - Cranwood  
Tottenham – Broadwater Lodge

### Impact/Risks

High impact, medium risk for service users. The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change.

All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care re-provision for the remaining individuals going forward.

A new 70 bed residential care unit is due to open in the near future in Tottenham. In addition, increasing numbers of extra care housing properties will be coming on stream over the next 3 years. It is anticipated that it is possible to compensate for the loss of 112 Council beds within the independent sector.

### Number of Service Users Affected

Up to 78 (excluding The Red House in phase 1, 34)

### Number of Staff Affected

90 staff (86 Full Time Equivalents (FTEs)). Redundancy costs have been estimated at £7.5k per person, i.e. £675k.

### Calculation of Saving

#### Broadwater Lodge Residential Home

##### Current Budget

##### Expenditure

Employees	1,036,300
Premises	55,700
Transport	10,000
Supplies and Services	89,200
	<b>1,191,200</b>

#### Cranwood Residential Home

##### Current Budget

##### Expenditure

Employees	933,800
Premises	64,850
Transport	200
Supplies and Services	71,850
	<b>1,070,700</b>



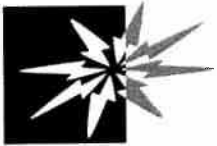
## Appendix ACCS 5

ACCS / Well-being – proposed savings as at 27/1/2011

<b>Area Based Grant 2010/11 - EXIT</b>				
<b>Project Title</b>	<b>Type of Organisation</b>	<b>Dept / Ext Agency</b>	<b>Funding Stream</b>	<b>HSP Approved Expenditure 2010/11</b>
<b>Council</b>				<b>607,200</b>
The Six8four Centre	Council	ACCS	WNF	73,000
Welfare to Work for Disabled People	Council	UE	WNF	30,000
Libraries for Life	Council	ACCS	WNF	165,000
Cycling Club	Council	ACCS	WNF	9,000
Reaping the Benefits	Council	PPPC	WNF	84,000
Employment for People with LD	Council	ACCS	WNF	14,000
Employment & Training (Clarendon Centre)	Council	ACCS	MHG	80,000
Studio 306	Council	ACCS	MHG	24,000
Alexandra Road	Council	ACCS	MHG	128,200
<b>NHS Haringey</b>				<b>328,000</b>
Health in Mind - Physical Activity	NHS Haringey	NHS Haringey	WNF	74,000
Health in Mind - Healthy Eating	NHS Haringey	NHS Haringey	WNF	111,000
Health in Mind - Mental Health	NHS Haringey	NHS Haringey	WNF	77,000
Stop Smoking	NHS Haringey	NHS Haringey	WNF	66,000
<b>Voluntary Sector - general</b>				<b>358,500</b>
It is proposed to achieve a savings efficiency of £358k from ABG funded projects in the voluntary sector. This includes projects funded through former grants that were subsumed into the ABG, including WNF, Carers Grant, Mental Health Grant, Mental Capacity Act Grant.				358,500
Members will be aware that for example, the value of the former WNF grant will cease from 31st March 2011, and all other grants that made up the ABG have been rolled into the Council's formula grant and are non-ring-fenced.				
<b>Voluntary sector - decommissioned already</b>				<b>87,583</b>
Salsa Club	decommissioned already	Scorpion Salsa Group	WNF	4,958
African Caribbean Leadership Council	decommissioned already	ACCS	MHG	16,042

PRA Haringey User Network	decommissioned already	ACCS	MHG	11,083
CAB	decommissioned already	ACCS	MHG	10,500
Haringey Timebank	decommissioned already	ACCS		45,000

**Well-being non-statutory**      **1,381,283**



Haringey Council

Appendix ACCS 7.1

**[No.]****Overview and Scrutiny****on 31<sup>st</sup> January 2011**

Report Title: **Haringey Libraries - a summary of activities, costs and performance**

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

Signed :

Contact Officer: **Diana Edmonds, Assistant Director, Culture, Libraries and Learning**

Wards(s) affected: **ALL**

Report for: **Non-Key Decision**

### **1. Purpose of the report**

1.1 To present information on activities, costs and performance within Haringey Libraries

### **2. Introduction by Cabinet Member**

2.1. Libraries in Haringey form part of the Culture, Libraries and Learning business unit which is currently within the ACCS directorate

2.2. Our libraries are used by almost 60% of residents, the highest level of use in any London Borough. 2.1 million people used the library service in the period 2009/2010; within Haringey, they are the third most-used Council service, and were voted "good" or "excellent" by 63% of our residents.

### **3. Haringey's Library Service Today**

Haringey Libraries provide a public library service from nine library buildings across the Borough and also provides some mobile services. Libraries operate with a net expenditure budget of £4.3m, excluding corporate overheads and capital charges.

Local authorities are required to provide public library services under the Public Libraries Act (1964) which requires local authorities to provide a “comprehensive and efficient” public library service.

### 3.1. Key Functions of Haringey Libraries

In Haringey, public libraries undertake four key functions:

- ***The provision of books, e-books and other e-resources, CDs, DVDs, BluRay and other library materials.*** In relation to this provision, we offer support for the development of skills for life, including basic reading skills, as well as encouraging a love of reading by providing activities such as story sessions, reading groups, talks by authors and creative writing groups for both adults and children. Although most of these activities require customers to visit the library, the use of e-resources means that customers can access some resources from their homes.
- ***The provision of information technology, including hardwired access to the internet and to software applications and wireless broadband access.*** As well as self service access to these facilities, we offer support for the development of IT skills, moving from taster sessions to advanced courses. This is especially important in a borough so adversely affected by the digital divide.
- ***The provision of physical space.*** In this densely populated, urban area, many do not have good quality space to study or indeed to work in a self-employed capacity. We provide space of all types, for silent study, for group working and for relaxing.
- ***Community infrastructure.*** Libraries in this Borough have been developed as community hubs, offering a range of activities for all ages and all capabilities. Some of these, such as pensioners’ drop-ins and lunch clubs, are organised by residents themselves, while others are organised by library staff, often working with external partners such as voluntary sector partners and NHS bodies.

### 3.2 Core Offer

Libraries in Haringey operate on a retail model, providing a core offer and opening during standard hours from Monday to Saturday. Wood Green, Hornsey and Marcus Garvey libraries also operate on Sundays (12-4pm), as does the smaller Alexandra Park Library.

The core offer within each library consists of:

- Welcoming, accessible, safe and well-equipped library buildings
- Attractive and appropriate selections of books, DVDs, CDs and other material
- Access to information held in hardcopy and electronic sources
- Access to information provided by other council departments such as Children & Young Peoples Services, and by other external organisations

- “People’s Network” access to the Internet, together with other standard software applications
- Wireless access to the Internet
- Relaxed seating to read newspapers and magazines
- Space to study either on an individual or group basis
- Learning opportunities
- Community activities including story telling, singing and craft sessions for children, , reading groups for all ages, activities for older people and health information sessions
- Cultural opportunities, including exhibitions of art, film shows and musical events

Outside library buildings, the public are offered:

- The facility to access the library catalogue via Haringey’s website, and the ability to renew material electronically or via telephone on a 24/7 basis.
- The facility to access e-books, e-audio materials and other e-resources

Elements within the core offer vary depending on the nature and requirements of local communities: some libraries stock material in languages which are commonly spoken locally, for instance, while community activities and cultural programmes will be developed in response to local needs and interests.

Further details of activities in libraries are provided in the appendices.

### **3.3 The Performance of Individual Libraries**

In general terms, the libraries in the west of the Borough lend more books in relation to the number of visitors, while libraries in the East of the Borough typically have a higher number of visitors accessing facilities and activities, in relation to the loan of material. This is undoubtedly linked with the digital divide which is more apparent in the east of the Borough where fewer residents have access to the Internet in their own homes.

Details of libraries in Haringey and their relative costs in relation to visitor numbers and to issues are provided in Appendix 1.

### **3.4 The Library of the Future**

Just as libraries have evolved over the fifty years since the Public Libraries Act was passed, they will undoubtedly alter considerably over the next fifty years.

The digital revolution has had a profound impact on libraries and the importance of digital media will continue to develop in future years. The majority of the books and journals which public libraries used to provide only in a paper format are now produced electronically by the publishers. Haringey Libraries, for instance, no longer buys reference material in hard copy but purchases electronic versions

which are more up-to-date and can be searched more flexibly.

Public libraries are now able to offer an extended service including downloadable e-Books, Audio Books, Video and Music as part of their stock. Products such as the Sony eReader and Mac iTouch and iPad are compatible with online e-Book resources now available to public libraries. Suppliers such as OverDrive offer a full public service with the use of library card authentication and expiry of items after the return date has been reached. However, there is currently no means of charging for any items and, whilst there are undoubtedly administrative savings, libraries not only pay for virtual stock but also pay an annual charge for the online service.

It is predicted that within the next two years, e-Books will account for 6% of book sales and electronic files will increasingly be expected and requested by our library users. The potential use of the public library as a point of supply for e-Books has been challenged recently, however, by the publishers who, naturally, wish to protect their sales market. At present, newer publications are typically provided only on a single-user basis, so, like a physical book, they can be lent to one customer at a time – and this clearly negates the multi-user capability of the product. Some publishers are proposing that customers can download e-material only in a library building, while Amazon, for example, does not normally allow its Kindle compatible products to be downloaded via public libraries. This is an area which will see further discussions between publishers and the library profession in the future.

In addition to this digital revolution, we have seen more recently, a social revolution around the concept of the public library. In a recent survey by Ipsos-MORI on public attitudes towards libraries, while respondents still focussed on libraries providing access to books, they also saw them as “a place to take the children” and “a place to learn”. Many wanted to be able to get “a good cup of coffee” while they were there! Social activities are becoming more important in our libraries which, increasingly, are seen as providing “connections” alongside “collections”. The role of the library of the future will undoubtedly be one which plays a greater role within community life – and in order to do that, the library service needs to remain aware of the changing needs and interests of the consumer.

In future, we also anticipate that individuals and community groups will be more directly involved in the operation of their local library. Haringey already has 60 volunteers working across its museums and libraries and we are actively recruiting for more. We provide a full induction programme, in-house training courses, the protection of public liability insurance and, subject to agreement, travel expenses up to a maximum of £5 per day. Volunteers come from all walks of life and a variety of backgrounds. People can volunteer over a long period, or may simply wish to work on specific projects and initiatives. Our experience is that many volunteers derive great satisfaction from their work with us and have considerable pride in the services delivered.

**4. Use of appendices /Tables and photographs**

Appendix 1	Library profiles, issue and visitor statistics
Appendix 2	Older People briefing
Appendix 3	Children's Events
Appendix 4	Surgeries and Drop Ins
Appendix 5	Business Start up Support

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**APPENDIX 1 Library profiles, issue and visitor statistics****Library Profiles**

Haringey is fortunate in having library buildings which are broadly in the right place: many have been maintained in recent years and provide an attractive environment for their customers.

Wood Green	Excellent on-street location. Building exterior and roof require maintenance and a budget of £90,000 has been allocated to these works. The very high level of use results in heavy wear on carpets and textiles.
Hornsey	Good town centre location. Extensive refurbishments undertaken in 2007. Grade II listed (listing specifies use as a library).
Marcus Garvey	Co-located with leisure centre. Re-wiring required and scheduled for 2010/2011 by CPS. Interior recently refurbished.
St Ann's	Recently extended to include high quality hall and meeting rooms with c£1 million funding via NDC. The main library now requires re-roofing which will cost in the region of £164,000. Would need to repay funding if closed.
Muswell Hill	Excellent on-street location. Children's Library refurbished in 2010. Accessible toilet and redecoration required on ground floor and £100,000 has been allocated to this by CPS. Grade II listed building
Stroud Green	Structural work and refurbishment undertaken in 2008. Rooms on first floor give additional space for community use.
Highgate	Refurbished in 2004. Further development in 2008 and establishment of community garden with Breathing Spaces grant. Rooms on first floor give additional space for community use. Requires some routine maintenance.
Coombes Croft	Excellent on-street location. Re-developed with £1m Big Lottery funding and reopened in 2010. Would need to repay funding if closed.
Alexandra Park	Exterior and interior refurbished in 2009. Excellent on-street location.



## Libraries stock issues performance v cost

Library	Issues per year (2009/10)	Cost per issue (£)
Marcus Garvey	144,969	£3.74
Coombes Croft	51,991*	£3.42
St Ann's	50,652	£3.29
Wood Green Central	333,740	£2.65
Stroud Green	43,724	£2.40
Hornsey	296,253	£1.96
Highgate	55,913	£1.88
Muswell Hill	120,185	£1.84
Alexandra Park	85,881	£1.44

\*2008/09 figure. Coombes Croft was relocated to smaller temporary premises in June 2009 until August 2010 pending completion of Big Lottery funded extension and refurbishment programme and so issue numbers are less than normal.

## Libraries visitor performance v cost

Library	Visits per year (2009/10)	Cost per visit (£)
Marcus Garvey	244,660	£2.21
Hornsey	360,232	£1.61
St Ann's	108,545	£1.54
Highgate	78,203	£1.34
Stroud Green	77,828	£1.35
Alexandra Park	103,009	£1.20
Wood Green Central	742,087	£1.19
Coombes Croft	160,370*	£1.11
Muswell Hill	232,133	£0.95

\*2008/09 figure. Coombes Croft was relocated to smaller temporary premises in June 2009 until August 2010 pending completion of Big Lottery funded extension and refurbishment programme and so visitor numbers are less than normal

## Older People Drop Ins:

Location	Weekly activity	Monthly activity	Approx numbers per session	Capacity
Alexandra Park	Senior Citizens Drop In coffee morning		15	25
Highgate	Coffee morning		Starting January	20
Hornsey		Older People Drop In	6	35
Marcus Garvey		Older People Drop In (every two weeks)	15	35
St Ann's	It's Good to Chat coffee morning		Starting January	35
Stroud Green	Sixty Plus drop ins		8	15
Wood Green		Older people drop in	20-25	50-100

## Book related activities:

Location	Weekly	Monthly	Approx numbers per session	Capacity
Alexandra Park		FAPL Book Club	10-15	15
Highgate		HLAG Book Group	10-15	15
Hornsey		Talking Book Group	10	15
Hornsey		Author talks	30-35	100
Hornsey	Make Friends with a Book		12	15
Hornsey		Reading Group	8-12	15
Marcus Garvey		Book Group	8	15
Marcus Garvey		Bengali Book Group	8	15
Muswell Hill	Reading Group		10-15	15
St Ann's		Feel Healthier with a Book	Starting mid January	15
Wood Green		Bengali writers group	10	15
Wood Green		Urdu poetry	50	80
Wood Green		Turkish Literary Group	10-12	15

## IT related activities:

Location	Weekly	Monthly	Approx numbers per session	Capacity
Alexandra Park	First Byte		10	15
Coombes Croft	Computer Club (four times per week)		10	15
Hornsey	First Byte		7	15
Hornsey	Second Byte		7	15
Marcus Garvey	First Byte (4 per week)		4	15
Muswell Hill	First Byte		5	15
St Ann's	Senior Citizens Drop in		12	15
Stroud Green	First Byte		5	15

Wood Green	First Byte		10	15
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**Cultural and craft activities:**

Location	Weekly	Monthly	Approx numbers per session	Capacity
Alexandra Park	Choir		25	25
Alexandra Park		Lunchtime concerts	50	50
Bruce Castle		Women's Art morning workshops (twice yearly)	20	25
Hornsey		Art exhibitions	50	75
Hornsey		Theatre for Mankind	4-6	15
Hornsey		Talking Pictures film night	6-10	15
Hornsey	Knitter Natter club		10	15
Coombes Croft	Choir		8	15
Coombes Croft	Knitting Club		4	15
Marcus Garvey		Grandparent and Grandchild story and Craft Group	20	25
Marcus Garvey		HU3A Poetry Group	10	15

**Learning Opportunities:**

Location	Weekly	Monthly	Approx numbers per session	Capacity
Alexandra Park		Talks	30	50
Bruce Castle		External talks (about 15 per year)	40-50	100
Bruce Castle		Munch and Lunch	30-40	100
Bruce Castle		Evening talks	50-60	100
Hornsey	Life Drawing class		8-10	15
Hornsey	Poetry group		6	15
Hornsey	Creative writing		4	15
Hornsey		Stanza Poetry group	5	15
Stroud Green		Local history talks (two a year)	30	80
Wood Green	HU3A		10	20

**Library Lunches:**

Location	Weekly	Monthly	Approx numbers per session	Capacity
St Ann's	Tiverton Lunch Group for Elderly and Disabled		30-40	Could be held every day, not once or twice a week

**Health and Fitness:**

Location	Weekly	Monthly	Approx numbers per session	Capacity – these are all over capacity already
Muswell Hill	Age Concern Keep fit (twice weekly)		39	
Muswell Hill	Walking groups		10	
St Ann's	Line Dancing		30-40	

St Ann's	Age Concern Keep fit (twice weekly)		35-42	
Wood Green	Stretch your body stretch your mind		70	
Wood Green	Yoga		20	

**Volunteers:**

Location	All year	Approx numbers	Capacity
Bruce Castle		30	100
Coombes Croft		15-20	100

**Reminiscence Opportunities:**

Location	Weekly	Monthly	Approx numbers per session	Capacity
Bruce Castle		Cafe	20	30
Bruce Castle		The Way Things Were (four times a year)	25-30	30
Bruce Castle		HU3A	10	30
Bruce Castle	Individual interviews average 25-30 p.a.		25-30 p.a.	30
Marcus Garvey		African/Caribbean War Veterans project (2 so far)	10-15	30

**Films in Libraries:**

Location	Weekly	Monthly	Approx numbers per session	Capacity
Highgate		Film Programme	7-9	75
Hornsey		Film Programme	10-18	75
Marcus Garvey		Film programme	10-35	75

**Information and Advice for Older People:**

Location	Weekly	Monthly	Approx numbers per session	Capacity
Wood Green	Pension advice		10	15
Wood Green		Stroke club	10	15
Wood Green	McMillan			15
Wood Green	Age Concern		10	15

**Children's and Young Adults Activities in Haringey Libraries:**

**Weekly Activities :**

Haringey Libraries deliver a variety of activities for all age ranges across the borough's 9 libraries. These include :

**Pre-School Activities** include : Storytimes, rhymetimes, messy play, craft sessions, 'Movers and Shakers' music sessions and 'Stay and Play' sessions with age-appropriate toys for creative learning. Dad's Drop-In's and Grandparent's sessions. Bookstart and Bookcrawl sessions.

**Children's Activities** include : Reading Groups, After-School Homework Clubs, Learning Spanish and French classes, meet the author sessions and a programme of class visits from local schools, as well as Wii games. Kumon Maths Sessions provided at libraries.

**Young Adult Activities** include : Homework Support, Rise! Empowerment Employment Skills for Young Adults, Teenage Reading Groups, Pupil & Parent Mediation and Connexions Advice Drop-Ins and 4YP Sexual Health.

**Family Events** include: 3P –Triple P – Practical Parenting skills, Parent & Pupil Mediation, Family Learning Sessions with **HALS** ( Haringey Adult Learning Service)

**Special Events**

As well as cultural and religious festivals, the libraries promote the following throughout the year :

BBC Audio/Reading Challenge  
BBC Hands on History events  
Black History Month programme  
Book Time  
Booked Up  
Chinese New Year  
Holocaust Memorial Day  
Summer Activities Programme  
The Summer Reading Challenge

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Agencies holding surgeries at Central on the Ground floor on a regular basis:

- Phoenix Sight Awareness
- Bubic Drug Awareness
- Victim Support
- Pension Service
- Stroke Awareness
- Macmillan
- Energy Doctor
- HIV Outreach
- Diabetes UK
- Age Concern
- PASCH Sexual Health

Ad Hoc Drop Ins that book throughout the year as and when:

- TFL
- Fostering and Adoption
- Charity of the Year
- Safer Neighbourhoods
- Stroke Information
- Census
- Met Police
- Social Care
- Local Democracy
- Alcohol Awareness
- Equalities
- Employment Skills
- Love Food Hate Waste
- Peace Week
- Green Fair
- Carers Week
- Refugee Awareness
- North London Hospice
- Secondary School Transfer
- Major Planning Consultations (e.g. Spurs Ground, Heartlands)
- Haringey Link
- Adult Learners

**Business start up support offered:**

1. Free business advice sessions every Tuesday, 10am to 2pm, Business Lounge, Wood Green Central Library. Provided by business consultant Diana Powell - booking essential - phone 020 8489 2780
2. Social networking sessions every Tuesday at 10am at the Unlibrary in Hornsey Library
3. Small business networking and training events at the Business Lounge, free for Haringey-based businesses. For more information see <http://www.smallbusinessnetwork.biz/businessesevents.html> email [info@smallbusinessnetwork.biz](mailto:info@smallbusinessnetwork.biz) or phone Liz on 020 8883 7210
4. Free access to computing facilities at the Business Lounge and in the Unlibrary - meeting rooms also available to hire.
4. Free access to business databases including Kompass and Keynote at all Haringey Libraries. Offers in-depth UK market research and detailed financial information on over 7 million companies.





Haringey Council

Agenda item:

**Cabinet****8<sup>th</sup> February 2011**Report Title: **Medium Term Financial Planning 2011/12 to 2013/14**

Forward Plan reference number:

Report of: **Director of Corporate Resources**Wards(s) affected: **All**Report for: **Key decision****1. Purpose**

1.1 To provide a Medium Term Financial Plan covering the three years to March 2014 with a revised assessment in each of the next three years of the General Fund, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and the Capital Programme including:

- The financial resources available to the Council;
- The cost of providing existing services; and,
- The overall level of savings that have been and still need to be identified to give a balanced, sustainable budget over the medium term financial planning period.

1.2 To consider the Cabinet's proposed budget package for 2011-12 and later years.

**2. Introduction by Cabinet Member for Resources**

2.1 *To be inserted*

**3. Recommendations**

3.1 To note the outcome of the consultation process on the Budget set out in Section 17 and to note the ongoing consultation covering the proposals set out in Appendix 6.

3.2 To approve the overall Medium Term Financial Plan as set out in Appendices 1 and 2.

3.3 To approve the new investment proposals set out in Appendix 3.

3.4 To approve the changes and variations set out in Appendix 4.

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- 3.5 To approve revisions to previously agreed investment and savings proposals set out in Appendices 5.1 and 5.2
- 3.6 To approve in principle the new savings proposals set out in Appendix 6. Each of the proposals represents a decision which will in the future be considered by the responsible Directorate and, where appropriate, the responsible Cabinet member. Where appropriate certain of these will be the subject of consultation and of equality impact assessment when they come to be considered and a decision as to whether or not to proceed will be taken at that time. In the event that the relevant decision-maker decides not to proceed, with the result that savings are not realised, there will be an enquiry as to whether equivalent savings can be found elsewhere in the budget. Accordingly, Cabinet with the Leader's agreement delegates final decisions on the savings to be adopted to Directorates and where appropriate to the relevant Cabinet members within their portfolio responsibilities, following appropriate consideration of the results of any consultation and with due regard to the Council's duties under the Equality Act 2010.
- 3.7 To note that significant savings still have to be identified to deliver a balanced budget in 2012-13 and 2013-14.
- 3.8 To approve the level of un-earmarked general fund reserves of £10.5million and specific and other reserves as set out in Appendix 7.1.
- 3.9 To approve the proposals for the Children and Young People's Service Dedicated Schools Grant budget set out in Section 13 and Appendix 8.
- 3.10 To agree the proposals for the Housing Revenue Account budget set out in Section 14 and Appendix 10.
- 3.11 To approve the housing rent increases at an average of £5.36 per week (6.5%).
- 3.12 To approve the housing tenant service charge changes set out in Section 14.13.
- 3.13 To approve proposals for the capital programme and funding set out in Section 15 and Appendix 11.
- 3.14 To approve the proposed general fund budget requirement for 2011-12 of £286.169m net of Dedicated Schools Grant, subject to the decisions of precepting and levying authorities and final details of the Formula Grant Settlement.
- 3.15 To agree the indicative criteria set out in Appendix 8 to be applied by all Directorates both in the consultation concerning and in the determination of the future funding of Third Sector organisations, and other organisations where appropriate.
- 3.16 To note that this budget report will go to Council on 24<sup>th</sup> February 2010 including the final decision on the budget and the council tax for 2011-12, taking into account the final Formula Grant notifications.

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Report Authorised by: **Julie Parker, Director of Corporate Resources**

Contact Officer: **Kevin Bartle - Lead Finance Officer**  
**Telephone 020 8489 5972**

**4. Local Government (Access to Information) Act 1985**

4.1 The following background papers were used in the preparation of this report:

- Report of the Director of Corporate Resources to the Cabinet on 21<sup>st</sup> December, 2010 – Medium Term Financial Planning 2011/12 to 2013/14
- The Local Government Finance Settlement for 2011-12 and the Provisional Settlement for 2012-13
- HM Treasury Spending Review documents

**5. Background**

- 5.1 The Council's integrated financial and business planning process is the key mechanism by which plans and strategies are reviewed to ensure the performance and priorities are being met and that resources are allocated effectively to underpin their achievement. The process culminates in changes to the budget and medium term financial strategy that delivers a revised Council Plan. The plan reflects the Council's own priorities and contributes to the wider Sustainable Community Strategy delivered in conjunction with the Haringey Strategic Partnership.
- 5.2 The draft Medium Term Financial Plan (MTFP) as presented to Cabinet on 21<sup>st</sup> December 2010 showed a projected three year funding shortfall of £86.9m. With savings proposals of £28.4m identified up to that date this left £58.5m in savings still to be identified over the three year planning period with £34m of that to be found in 2011-12.
- 5.3 Since the December meeting a considerable amount of work has been undertaken to develop further savings proposals. These proposals are now being presented in light of the feedback from an extensive budget consultation process and the budget scrutiny process. The savings proposals involve significant policy changes and will require a major transformation in the way the Council operates under the significantly reduced resource base. The MTFP is summarised in Appendix 1 and Appendix 2.
- 5.4 The Council has made representations to Communities for Local Government and the Housing Minister, Grant Shapps, over the proposed level of grant settlement for the next three years and highlighted both the special circumstances affecting Haringey and the Council's specific concerns over the Formula Grant allocation methodology.

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However, the final grant notification is still to be confirmed and this report is based on the information in the consultation draft.

5.5 As part of its consultation response the Council made a number of specific requests to the government:

- Consider Haringey's special circumstances particularly in respect of children's services and provide £7.4m one off funding;
- Consider Haringey as inner London rather than outer London and rescind the proposal to reduce the Area Cost Adjustment;
- Ensure that Haringey retains band 1 flooring;
- Allow Haringey to defer £15m of cuts until 2012/13 and £5m to 2013/14 by way of transition grant funding;
- Allow Haringey to capitalise £15m of redundancy costs in 2010/11 and 2011/12, through the use of borrowing or capital receipts;
- Remove the uncertainty of the allocation of the £3m of NHS funding to support social care and benefit health by paying the funding direct to the Council and,
- Rescind the proposal to top slice the Grant Settlement as an Academies adjustment and make such adjustments to individual authority allocations based on the actual number of Academies in each local authority area.

5.6 The proposals that form the basis of the proposed MTFP for the period 2011-2014 and are contained within this report assume no change from the grant settlement consultation. This report proposes a budget package for the three year planning period and is in 11 Sections:

- Strategic Approach (Section 7)
- Financial Resources (Section 8)
- Budget Pressures (Section 9)
- Budget Process and Savings Proposals (Section 10)
- Equalities Impact Assessment (Section 11)
- Risks and Opportunities (Section 12)
- Dedicated Schools Grant (Section 13)
- Housing Revenue Account (Section 14)
- Capital Programme (Section 15)
- Treasury Management Strategy (Section 16)
- Consultation (Section 17)

5.7 The detailed assumptions that support the proposed MTFP are set out below and in the attached Appendices.

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**6 Appendices**

- Appendix 1 – Summary of the Medium Term Financial Plan
- Appendix 2 – Detailed analysis of the Medium Term Financial Plan by service area
- Appendix 3 – Detailed analysis of projected budget revenue investments resulting from increased service demand and higher unit costs
- Appendix 4 – Other changes and variations
- Appendix 5 – Pre-agreed revenue investments and savings schedule
- Appendix 6 – Detailed HESP savings proposals
  - Appendix 6.1 – new savings proposals
  - Appendix 6.2 – proposals to December 2010 Cabinet
- Appendix 7 – Reserves and Risk Evaluation
  - Appendix 7.1 – Reserves and their Adequacy
  - Appendix 7.2 – Risk Evaluation
- Appendix 8 - Indicative criteria for the determination of funding scheme decisions
- Appendix 9 - The proposed budget for 2011-12 for Children and Young People's Service - Dedicated Schools Grant (DSG)
  - Appendix 9.1 – DSG Budget Strategy
  - Appendix 9.2 – Recommendations of Schools Forum
- Appendix 10 – The Housing Revenue Account Medium Term Financial Plan
  - Appendix 10.1 – HRA MTFP 2011-12 to 2015-16
  - Appendix 10.2 – HRA new investment
  - Appendix 10.3 – HRA existing savings
  - Appendix 10.4 – HRA new savings
  - Appendix 10.5 – HRA summary of budget variations
- Appendix 11 – Capital Programme
- Appendix 12 – The budget report of Overview and Scrutiny Committee and the Cabinet response

**7 Strategic Approach**

*To be inserted*

**8 Financial Resources**

8.1 The Council now has five main streams of financial resources:

1. Formula Grant
2. Core Grants
3. Council Tax
4. Fees and Charges
5. One-off use of Reserves

**Formula Grant**

8.2 The budget year 2010-11 is the last of the three years under the direction of the Comprehensive Spending Review (CSR) 2007, which was issued in October 2007 and set totals for national and local government expenditure together with Treasury-led policy directions. The budget for 2011-12 is the first one under the new Coalition

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Government and also the first under the new Spending Review announced on 20 October and the Revenue Grant Settlement announced on 13<sup>th</sup> December 2010.

- 8.3 The overall grant settlement allocated £182.5m to Haringey in 2011-12 with a provisional allocation of £170.6m in 2012-13. The 2011-12 allocation comprises £153.2m in Formula Grant and £29.2m in Core Grants (excluding any New Homes Bonus but including an assumed £2.5m in Council Tax Freeze Grant). The Core Grants also include £3.0m in NHS funding to support social care and benefit health (£2.8m in 2012-13). Whilst it is expected that this funding will be transferred from the PCT in 2011-12, going forward for planning purposes in the MTFP this has been excluded.
- 8.4 The Formula Grant element of the settlement is based on a complex distribution methodology which takes into account the following “blocks”:
1. Relative Needs - This reflects factors that affect the costs of service delivery, such as levels of deprivation or labour costs in different areas. Those areas of greatest need will receive more Formula Grant.
  2. Relative Resources - This reflects the income that councils are able to raise locally by collecting council tax. Areas with a higher council tax base will receive less Formula Grant.
  3. Central Allocation - This is shared on a ‘per capita’ basis.
  4. Specific Grants – This is a new element that ‘tailors’ the specific grants that have been rolled-in to the Formula Grant on an authority by authority basis.

Finally, having allocated the grant through the four blocks outlined above the overall Grant reduction is ‘capped’ through a ‘Grant Floor’ mechanism.

- 8.5 This year the distribution methodology has been changed giving a greater weighting to relative needs and less weighting to central allocation. This should have been to the benefit of Haringey although the lack of transparency in the methodology makes it impossible to see any apparent benefit, especially as the Council remains on the grant floor.
- 8.6 Although the government sought to portray the settlement as representing less than a 10% year on year reduction it did so by changing the basis on which the year-on-year movement has been calculated. Instead of confirming the 12% funding reduction as indicated in the Spending Review announcements the government has moved to a 7.9% “change in estimated revenue spending power”. Revenue spending power has been defined as the Council’s combined income from government grants and Council Tax.
- 8.7 Thus by increasing the base figure in the calculation the grant reduction is a smaller percentage. Furthermore this change also masks the additional reduction in Core Grants with uncertainty around another £2.3m in former specific grant funding through a failure to make any reference at all to the grants concerned. Clarification on the position of the various grants continues to be sought.

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- 8.8 The current projected reduction in the Council's funding allocation is actually 13% less in 2011/12 (excluding Council Tax Grant) and in cash terms is estimated as £42.3m over the Council's three year planning period profiled as follows:

	2011-12 £million	2012-13 £million	2013-14 £million	Total £million
<u>Provisional</u> Grant Settlement (excluding Council Tax Grant but including the assumed transfer of NHS funding)	179.9	168.0	164.5	
Reduction from 2010-11 base after adjusted for roll-in (£206.8m)	-26.9	-11.9	-3.5	-42.3
% Reduction (year-on-year)	13%	7%	2%	

The grant settlement figures are still provisional and may change. Any significant change would be a risk to the budget as currently presented in this report.

**Grant Floors**

- 8.9 In the past, Government has set a single 'floor' to limit the effects of year on year changes in grant allocation. This is also called 'damping'. Instead of just a single floor, this year councils have been grouped into four bands with four different floors. These bands/floors are based on the percentage of a Council's funding requirement financed from formula grant (i.e. the relative level of grant dependency).
- 8.10 For 2011-12 the floors have been set to damp the overall level of grant reduction within each band. There are 25% (38) of education/social service authorities in each banding. Haringey's percentage funding is currently 58.89% ranking it 36<sup>th</sup> and therefore in Band 1. Despite the loss of grant this ranking has benefited the Council by £2m as Sheffield Council (with a funding level of 58.6%) is ranked 39<sup>th</sup> and therefore falls in Band 2. The Band 2 floor is 12.3% compared to 11.3% in Band 1: this 1% in effect reduces the level of grant loss to the Council by £2m.

Table: Education/Social Service authority floor levels, 2011-12 and 2012-13

Floor band	2011-12 floor	2012-13 floor	No. of London Authorities
Band 1 (most dependent)	-11.3%	-7.4%	17
Band 2	-12.3%	-8.4%	3
Band 3	-13.3%	-9.4%	9
Band 4 (least dependent)	-14.3%	-10.4%	4

**DRAFT****Core Grants**

8.11 The Grant Settlement also confirms the announcements in the Spending Review that the number of separate specific grants is being reduced from over 90 to 10 new 'core' grants as follows:

- Early Intervention grant
- Public Health grant (from 2013-14)
- Learning Disabilities
- New Homes Bonus
- Council Tax Freeze Grant (see Section 8.12 below)
- Housing Benefit and Council Tax Administration Grant
- PFI Grant
- Dedicated Schools Grant including the Pupil Premium (see Section 13 below)
- Preventing Homelessness
- NHS grant to support care and benefit health

Whilst DSG and the NHS grant will continue to be ring-fenced none of the other grants will be, thus potentially giving the Council greater flexibility. There is, however, a considerable lack of clarity around the NHS grant, both in terms of the allocation methodology and how the grant may be used and discussions are currently taking place with the Primary Care Trust to agree the transfer of funding to the Council under Section 256 agreements. The MTFP assumes the transfer of the £3m funding allocation in 2011-12 to support the cost of services reflected in the current service proposals of the Director of Adult, Culture & Community Services.

**Council Tax**

8.12 As part of the Spending Review and Grant Settlement the Government has announced that local authorities who freeze their Council Tax in 2011-12 will have the resultant loss to their Council Tax income funded at a rate of 2.5% in each year of the Spending Review period.

8.13 The Government has already consulted on proposals to hold local referendums to veto excessive Council Tax increases. The scheme proposed that the Secretary of State will each year determine principles regarding levels of Council Tax and any authority planning an "excessive" Council Tax increase will be required to prepare a 'shadow budget' and will be required to hold a local referendum of all registered electors by no later than the first Thursday in May.

8.14 In considering the level of Council Tax for 2011-12 the Council should have regard for:

- The level of non-Council Tax funding resources that will be available in each of the next three years;
- The on-going level of demand for services;
- The views of residents, the trade unions, businesses and other interested parties;
- The level of efficiency savings and service reductions that can realistically be delivered;



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- The likely restrictions on any proposed Council Tax increases and the level of grant being offered by the government over the next four years to those Councils that freeze their Council Tax in 2011-12;
- The general economic climate and the additional financial burden that any increase will have on Council Tax payers.

The MTFP is based on the Council electing to freeze Council tax in 2011-12 and therefore qualify for £2.5m in grant funding in each of the next four years. For financial planning purposes only, the MTFP incorporates an assumed 2.5% per annum increase in Council Tax from 2012-13 onwards. The Council will make its decision on potential future Council tax levels as the medium term financial picture becomes clearer.

- 8.15 The projected income from Council Tax in 2011-12 is £102.5m based on 90,174 Band 'D' equivalent properties and a collection rate of 96% (the projected collection rate for 2010-11 is 96%).

**Council Tax Benefit Subsidy**

- 8.16 The Government also announced in the Spending Review (and in a subsequent White Paper) that it will reduce subsidy on Council Tax Benefit (CTB) by 10% and localise it from 2013-14. This is potentially a major issue for those residents who are eligible for receipt of CTB should the Council be forced to pass on the reduction; significant hardship could result for those individuals affected. Analysis of the reductions in benefit across the country shows Haringey as one of the worst hit in terms of reduction per head of population. Whilst, on the one hand, this could give local authorities flexibility to tailor the scheme to meet local priorities the obvious concern is that unless the Council reduces the level of benefit it provides in line with subsidy levels then the overall Council Tax income will be reduced.
- 8.17 In 2010-11 a 10% reduction in CTB subsidy would have cost the Council £3.7m without a corresponding reduction in benefits. In fact even if the level of benefits is reduced the Council would need to anticipate a fall in its collection rate.
- 8.18 The MTFP includes a provision of £4.0m from 2013-14 based on the assumptions that the level of benefit continues to increase and the Council chooses not to recover any loss in subsidy from the affected Council Tax payers. However, the Council will need to give proper consideration to its policy in this regard and as further details of the proposals emerge the level of provision will be reassessed.

**New Funding Sources in the Future**

- 8.19 The Government has recently published a White Paper that proposes to give local authorities new opportunities to raise additional funding. These include:
- The establishment of 24 government-approved Local Enterprise Partnerships (LEPs) with the GLA taking on the role of stimulating economic growth in London;
  - the introduction of Tax Increment Financing (TIF) under which local authorities would retain the business rate uplift generated from development and use this funding stream to borrow for infrastructure needed to start the development;

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- a New Homes Bonus to incentivise house-building locally through which the government will match fund the additional council tax for new homes and properties brought back into use for six years after being built;
- a local government Resource Review which will consider whether the government should establish a Business Increase Bonus scheme or enable Councils to retain locally raised business rates;
- local authorities will also be allowed to keep additional business rates generated from hosting renewable energy projects.

The views of local authorities are being sought with the Resource Review being launched in early 2011.

8.20 The New Homes Bonus is the only funding stream that seems likely to offer the Council any additional funding in 2011-12. Based on the property information contained in the Council's annual Council Tax Base Statistics (CTB1) for 2009 and 2010 it is estimated that the Council could receive some £1.2m in new grant funding from 2011-12. This sum has therefore been included in the MTFP in each of the next three years. The government is still consulting on this and it is expected to announce the final scheme alongside the Formula grant notification later in February.

8.21 Over the medium term planning period though, it is unlikely that the other opportunities will generate significant additional general fund revenue resources. The position will be kept under close review and the results of the various consultation processes will be monitored with the potential revenue implications assessed and incorporated into future revisions of the financial plan once the associated proposals have been finalised.

**Fees and Charges**

8.22 A full review of fees and charges across all service areas was completed in the last quarter with recommended increases reported to Cabinet and General Purposes Committee on 21<sup>st</sup> December 2010. These increases that came into effect in January 2011 are reflected in the savings proposals detailed in Section 10.

8.23 The government has announced the intention to give greater freedoms and flexibilities to local authorities through new devolved powers in the proposed Localism Bill. This may, in time, afford the Council the opportunity to revise a number of existing fees and charges which are currently determined by statute. In the event that such powers are devolved then proposals will be brought to Members for further changes in existing charging structures that better reflect local demand and the cost of associated service provision.

**Reserves**

8.24 It is projected that the Council will have un-earmarked General Fund Reserves of £10.5million as at 31 March 2011 (the same as at 31 March 2010). This assumes that the forecast overspend in 2010/11 is reduced and a balanced position for the year is assumed. Given the scale of the savings being proposed as part of the MTFP and the significant risks identified in Section 12 below it is proposed that reserves should not

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be used to fund on-going expenditure and, where possible, earmarked reserves should be maintained.

8.25 The Council holds a number of reserves which are detailed in Appendices 7.1 and 7.2 and can be categorised as follows:

1. Un-earmarked (General) Reserves: these are held to cover the net impact of risks and opportunities and other unforeseen emergencies.
2. Earmarked (Specific) Reserves: these are held to cover specific known or predicted financial liabilities.
3. Other Reserves: these are reserves which relate to ring-fenced accounts which cannot be used for general fund purposes (e.g. Housing Revenue Account and Schools)

The summary in Appendix 7.1 also shows the projected movement on the reserves for both the current financial year 2010-11 and 2011-12.

8.26 It is imperative that the un-earmarked general reserves are adequate to meet the assessed net financial impact of the risks and opportunities detailed in Section 12 below. This assessment is set out in Appendix 7.2 and shows service related risks of around £10m.

8.27 Thus the un-earmarked reserves of £10.5m brought forward from 2009-10 is estimated to be adequate to meet the Council's current projected net risks and opportunities.

8.28 The Council is facing potential redundancy costs of an estimated £25m as a result of the staffing reductions implicit in the savings proposals (see section 10 below) in respect of 2010/11 and 2011/12. Although the Council has an earmarked transition reserve to meet these costs it will not be sufficient. Redundancy costs can be capitalised with government approval.

8.29 The Council has received approval for £780k for 2010/11 and is still waiting to hear if any further capitalisation for 2010/11 will be forthcoming. Approvals for 2011/12 will not be known until after the budget is set. Indications are that approvals are substantially below the sums requested by authorities. The extent to which the Council cannot capitalise redundancy costs means that revenue reserves will need to be utilised. The Council only has the transition reserve and debt repayment / capital reserve available and it is proposed that these are earmarked to find redundancy costs as set out below:-

<b>Proposed funding of Redundancy Costs</b>	
	<b>£m</b>
Transition Reserve	10.0
Debt Repayment / Capital Reserve	13.0
Capitalisation – approved 2010/11	0.70
Capitalisation – estimated 2011/12	1.30
<b>Total</b>	<b>25.0</b>

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The use of the debt repayment / capital reserve will reduce the Councils flexibility regarding the capital programme and the refinancing of debt. It will also take away contingency sums earmarked for the risk on the recovery of Icelandic bank investments.

The consequence is that if the planned level of capital receipts for 2011/12 is not achieved, and bearing in mind the programme is dependant on a few significant receipts, then temporary borrowing would be required until receipts are received or alternative funding found. If the reserve remains unused then it could be used for this purpose. If capitalisation approval is received the debt repayment / capital reserve will be partly or fully reinstated.

## 9 **Budget Pressures**

### **Service Demand and Unit Cost Pressures**

- 9.1 The Council's budget monitoring reports over the first nine months of 2010-11 have been highlighting significant cost pressures particularly in the Children and Young People's Service, Adult Social Services and Homelessness. The management action that has been necessary to contain these budget pressures, as well as dealing with the in-year reduction in Government funding, will now be largely reflected in longer term savings proposals. However, these budget pressures will continue over the financial planning period and therefore need to be reflected in the new base budgets against which savings decisions will be considered.
- 9.2 A schedule detailing the budget pressures in each service area is attached as Appendix 3. Over the three year planning period the growth pressures total some £16.8m with £14.2m in 2011-12. These pressures are summarised below.
- Looked after Children and Safeguarding (£7.4m from 2011-12) – increased numbers of children in care and those with no recourse to public funds.
  - Adult Social Care (£4.4m from 2011-12) – a higher demand for services, including in learning disabilities with children transitioning into adult social care. There is also a significant reduction in anticipated NHS joint funding.
  - Homelessness Temporary Accommodation (£2.2m from 2011-12) – resulting from the housing benefit subsidy changes introduced on 1st April 2010 and further changes to the benefit system being introduced by the Government.
  - Benefits and Local Taxation (£0.2m from 2011-12) – reflecting the additional cost of administering an increasing number of benefit claimants and maintaining existing service standards.

### **Other Changes and Variations**

- 9.3 In addition to the specific budget pressures there are a number of general cost pressures that the Council will face over the planning period.
- Inflation – the Government's projections for Consumer Price Index (CPI) inflation reflected in the Spending Review are 2.4% in 2011, 1.9% in 2012, and 2.0% in

2013 and 2014. The Governor of the Bank of England is already warning that the 2011 projections are optimistic, particularly given the 2.5% increase in VAT from January 2011. Whilst the Government has stated that it expects a period of wage restraint across all public services a provision will be factored into the planning assumptions. Furthermore there is a 1% increase in the employers' National Insurance rate from April 2011.

Since reporting the inflation provision to Cabinet in December 2010 it is considered to be possible to reduce the allowance for general expenditure (excluding third party contracts) by £1.2m. The overall provision for pay and inflation, therefore, is reduced to £5.3m as shown in Appendix 4. This will require budget holders to manage without the expectation of inflation allocations on certain elements of their budget.

- Another area of considerable price volatility is the cost of energy. Although Corporate Procurement has successfully driven down unit costs the current wholesale prices have gradually increased over the past three months and all energy users could face significant price increases over the next twelve months. Provision has therefore been included to cover unavoidable price increases to goods and services although Corporate Procurement will be working with service managers to negotiate lower prices wherever possible.
- Equal Pay/Single Status - a new package of pay and conditions was agreed in September 2008. The pay arrangements in terms of the back-dated compensation were resolved and paid last year and an estimate of the potential on-going costs going forward will be included in the budget.
- Concessionary Fares - London Councils previously agreed to revise the allocation of the cost of the concessionary fares levy to move towards actual usage data and this is being phased in. The GLA has already notified the Council of an increase of £3.7million for 2011-12. However, further substantial increases are forecast due to further reductions in grant funding from the Mayor of London as well as the continuing impact of the change in the method of distribution.
- North London Waste Authority – an increase of £0.5m for 2011-12 has already been confirmed by NLWA. Whilst this increase is significantly less than had been originally assumed, the increase has been adjusted through the planned one-off use of NLWA reserves. With on-going projected increases in both waste tonnages and the statutory increases in landfill tax there will be more significant rises in NLWA in future years. Furthermore, now that the plans for the major procurement to secure new long term recycling and environmentally sound disposal facilities are in doubt following the Government's withdrawal of PFI credits the future cost implications for all of the member boroughs is unclear.
- Employer Pension Costs - the next actuarial triennial valuation will be finalised before April 2011. However, current indications are that the pension fund is 70% funded with ever increasing life expectancy giving rise to higher long term liabilities and employer contributions. However, following discussions with the Actuary and taking account of the above, it is proposed that there is no change to employer contribution rates.

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- The Government has commissioned a report from Lord Hutton into the future financing of public service pensions and significant changes to the scheme are anticipated. An increase in employee contributions and amendments to the existing final salary arrangements are predicted. Once the report is released it will be possible to start to consider the funding implications.
  - Risk Provision – in future years there are significant risks to the level of government funding from 2012 onwards and the Council will see further increases in the demand for Children’s Services, Adult Social Care and Housing Services as a result of the Government’s proposed changes to the Welfare Benefits System with a consequential increase in service costs.
  - Alexandra Palace and Park - the long term future will be the subject of further consideration and consequently the Council’s financial support to the Charity will need to be reviewed in light of the Council’s considerable financial challenge. Work will need to commence to formulate a master plan for the Palace with the aim to secure its long term future. Progress is being made on this with some early work being undertaken on an options appraisal/feasibility study. The underlying revenue deficit is in the order of £2m per annum and the expectation from the Council is that this will be reduced through efficiency and other savings proposals over the financial planning period.
  - Carbon Trading – the Government has announced proposed changes to the carbon Trading Scheme which in effect turn it into a carbon tax. This is a disappointing change given that the Council has continued to give a high priority to environmental improvement and this change in direction will make it even more difficult to achieve our green agenda objectives. There is continued uncertainty as to whether the Council will become liable for the tax on schools carbon emissions and although the payments under the scheme will not be due until 2012 (based on 2011-12 consumption) provision will need to be included in the budget from next year. Elsewhere on the agenda Cabinet is being asked to allocate £0.5m of the Financing Reserve and provide up to £1m in prudential borrowing to top up the Sustainable Investment Fund. This funding will finance invest-to-save projects that will reduce both the Council’s energy costs and carbon emissions.
  - Other – there are other smaller provisions that need to be included in the MTFP to cover the potential debt financing cost changes.
- 9.4 The potential overall additional cost to the Council of some £37m over the three year financial planning period from the above budget pressures is detailed in Appendix 4.

10 **Budget Process and Savings Proposals**

- 10.1 The strategy for dealing with the considerable budget gaps from 2011-12 onwards is already well advanced. There are three key strands which have been developed through a Haringey Efficiency and Savings Programme (HESP):
- Significant ‘back office’ efficiencies will be achieved through the ‘**support functions review**’ in order to protect front line services as much as is possible;

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- Services to be reduced or discontinued will be identified in the '**strategic service reviews**'; this will involve prioritising resources to the most vulnerable in the Borough and other changes could include reconfiguration, shared services, social enterprises, reviewing policy options and discretionary areas of spend.
- We will bring together commissioning activities by developing a '**strategic commissioning**' function that will focus our resources on desired outcomes over and above delivery and process.

In addition the Council will be undertaking a major organisational restructuring, which will include reducing the number of managers through de-layering and increasing spans of control.

- 10.2 As part of the 2010-11 financial and business planning process the Council has already approved a number of revenue investments and savings which will impact on the MTFP. These show a net saving of £4.8m and are detailed in Appendices 5.1 and 5.2. The new savings proposals total £62.4m over the three year planning period are detailed in Appendices 6.1 and 6.2. This figure includes £28.4m of savings proposals already reported to Cabinet in December (Appendix 6.1) and new savings proposals totalling £34m (Appendix 6.2).
- 10.3 However, having reviewed the detailed budget reduction submissions it is evident that two of the proposals may require longer lead in times and a separate contingency of £1.8m has been included for these items which moves the savings from 2011-12 to 2012-13 as detailed in Appendix 6.2.
- 10.4 Furthermore, given the scale of the organisational changes necessary to achieve over £40million of savings in one year, implementation delays alone could be £3.5m per month across the full range of savings. With this in mind it is considered appropriate to hold a designated £2m contingency in the budget in addition to general balances. However it is recognised that the position is very tight and it is suggested that more savings are identified for realisation in 2011-12 over and above those identified in this report. This will assist in mitigating these risks and help prepare for 2012-13 and will be reported to Cabinet as part of the regular budget monitoring process.
- 10.5 As has already been identified, the additional grant loss in 2012-13 and 2013-14 contribute to the need to identify further savings in those years of some £42m to provide a balanced budget over the whole of the financial planning period. The proposals in this report identify £21m of savings leaving a further £21m to identify. These additional savings proposals will need to be developed over the next twelve months in the light of the implementation of the existing proposals and other changes in government legislation.
- 10.6 It must also be recognised that there are costs associated with delivering a savings and efficiency programme of this scale. As has already been stated in paragraph 8.28 above, the Council has an earmarked Transition Reserve of £10.2m to fund the associated transition costs of redundancies, decommissioning, and investment necessary to deliver longer term efficiencies and change. This will need to be supplemented.

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- 10.7 Indeed, the Council has already asked staff to volunteer for redundancy with the total redundancy costs of approximately 1,000 staff likely to be around £25m.
- 10.8 The transition costs will be kept under constant review and reported to Members as the position is clearer and as part of the overall budget monitoring process.

**11 Equalities Impact Assessment**

- 11.1 Under the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council needs to assess the impact of the budget proposals, and pay due regard to the equality duty. This duty as set out in the Act, covers the following protected characteristics (also referred to as protected groups): age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 11.2 Prior to the making of any final decision the Council will assess the impact of the budget proposals by conducting Equality Impact Assessments (EqIAs), starting with an initial screening which considers whether there is a need for a full EqIA. The Council has an established EqIA corporate process, tools and guidance in place whereby relevant managers have responsibility for undertaking the impact assessment, Directorate Equality Forum Chairs ensure that EqIAs are completed and make recommendations for sign off by directors. A key element of the Council's EqIA process is consultation and engagement with the public, service users, community groups, the voluntary sector and our partners. All final decisions on proposals that require an impact assessment must take into account the outcomes and recommendations of the EqIA.
- 11.3 Accordingly the outcomes and recommendations of EqIAs should form the Equality/ Legal comments in any report. EqIAs are published on the Council's website and where practicable, they are appended to the relevant reports. Actions arising from EqIAs are included in departmental business plans to ensure that these are implemented and progress monitored.
- 11.4 The indicative criteria to be applied by all Directorates both in the consultation concerning and in the determination of the future funding of Third Sector organisations, and other organisations where appropriate, is set out in Appendix 8.

**12 Risks and Opportunities**

- 12.1 When setting the draft MTFP, Service Directors have provided their best estimate of their service costs and income based on the information currently available. However there will always be factors outside of the Council's direct control which will vary the key planning assumptions that underpin those estimates.
- 12.2 There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services.



- 12.3 Similarly there are opportunities either to reduce costs or increase income which will not, as yet, have been fully factored into the planning assumptions. The main risks and opportunities are summarised below.

### **Risks**

- Reduction in service standards and/or performance
- Increasing service demand
- Impact of Housing Benefit and other welfare benefit changes
- Delay or non-delivery of savings proposals
- Inflation
- Shortfall in revenue due to general economic climate
- Outstanding and pending legal claims
- Further reduction in NHS joint funding
- Increase in bad debts

### **Opportunities**

- New freedoms and flexibilities
- New income streams as a result of government White Paper
- Potential additional savings from Alexandra Park and Palace Trust

- 12.4 An evaluation of these risks forms part of the analysis detailed in Appendix 7.2. An assessment of the possible impact of these risks and opportunities will also form the basis of an on-going review of Reserves and Contingencies.

## **13 Dedicated Schools Grant**

- 13.1 2010-11 is the final year of the current multi-year funding settlement for the Dedicated Schools Grant (DSG). The government has now confirmed DSG funding details for 2011-12 and that it has continued with the 'spend-plus' methodology for distributing DSG in that year; this means that the earliest point at which there could be a reversion to a formula based DSG allocation (including a more equitable Area Cost Adjustment (ACA) factor for Haringey) would be 2012-13.

- 13.2 The announcement identifies that DSG has, for 2011-12, been maintained at 2010-11 cash levels on a per pupil basis which is a real terms reduction to school funding. The grant has also been broadened to include a number of previously separate grant funded resources which have been included in DSG at the same per pupil level as for 2010-11. Those grants now included within DSG are:

- London Pay Additional Grant;
- School Standards Grant (incl. Personalisation);
- School Development Grant (incl. Specialist Schools);
- School Lunch Grant;
- Ethnic Minority Achievement Grant (EMAG);
- 1-2-1 tuition (making good progress);
- Extended Schools (sustainability and subsidy elements);

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- National Strategies (Targeted Support for Primary and Secondary); and
- Diploma Delivery Grant.

In addition resources for the extension of the Free Entitlement for 3 and 4 year olds will be subsumed into the DSG adjusted to reflect population changes and the new enhanced Guaranteed Unit of Funding (GUF).

- 13.3 In summary therefore the Council's 2010-11 per pupil (GUF) of £5,364.29 taken together with the value of the above grants at 2010-11 levels on a per pupil basis (£942.51) gives a 2011-12 GUF of £6,306.81. Whilst final pupil numbers will not be known until June 2011 at the earliest we have, based on the above information and 2010 pupil numbers, exemplified a DSG for the Council, which amounts to £204.615m. Once the annual school level census (PLASC) has been undertaken (January 2011) and validated a revised estimate of pupil numbers will be used to set school budgets.
- 13.4 On 20<sup>th</sup> December the Young People's Learning Agency (YPLA) who, amongst other things fund post 16 provision, issued a statement on 16-19 funding setting out that providers can also expect a real terms cut in funding. The YPLA expects the reduction in average funding per learning to be no more than 3% which it will achieve through transitional funding arrangements.
- 13.5 The YPLA also announced the intention to consult on a single National Funding Rate, remove some specific grants only payable to school VI form providers and to introduce a Young People's Premium in 2012.
- 13.6 A key element of the announcement, and the subject of previous consultations in 2010, is the introduction of a Pupil Premium (PP) for disadvantaged pupils up to age 16 in schools. The PP is to be provided by way of a separate ring-fenced grant within the overall Schools Budget Settlement and which must be passed on to schools with disadvantaged pupils. The level of the Pupil Premium in 2011-12 has been set at a flat rate of £430 per disadvantaged pupil; despite indications to the contrary in the government's final consultation papers, no enhancement for differential Area Costs is to be added to the Pupil Premium meaning that its value to Council's such as Haringey which has high levels of child poverty is reduced relative to others. Children who have been looked after for more than 6 months will also attract the Pupil Premium of £430 and the children of service personnel will attract a Pupil Premium of £200.
- 13.7 The government has previously indicated their expectation that schools can make efficiency savings from procurement and 'back office' functions and it appears that they have reflected this in their calculation of the pressures facing schools and therefore in the level of the Minimum Funding Guarantee (MFG) for schools. The MFG, which will take account of the transfer of grants, inflation and assumed efficiencies, has been announced at negative -1.5%.
- 13.8 In addition, and following its deferral by a year, all authorities will have to implement an Early Years Single Funding Formula (EYSFF) from April 2011. This will be used to fund all settings providing the free entitlement (15 hours per week over at least 38 weeks) to 3 and 4 year olds.

- 13.9 The Schools Forum met on 17 January 2011 where their views on the Strategy for the Schools Budget, together with consideration of the final formula for the EYSFF, were sought. The Forum were asked to consider detailed papers and give their views on a number of recommendations; their views in the form of recommendations relating to both of those reports are summarised in Appendix 9.2. The Cabinet, at its meeting of 25 January 2011, were asked to consider and approve the proposed EYSFF.
- 13.10 The financial effects of the budget strategy proposals put to the Schools Forum are summarised in Appendix 9.1. The Cabinet has the final decision making power in relation to those recommendations appended to this report with the exception of School Forum ref: 8.38 which rests with the Forum.
- 13.11 The government has also announced the basis for calculating schools' Devolved Formula Capital (DFC) allocations which, on a like for like basis, indicate a reduction of 80% over 2010-11 levels.

#### **14 Housing Revenue Account**

- 14.1 The Department for Communities and Local Government (CLG) has now issued the final figures for the 2011-12 Housing Revenue Account Subsidy determination which form the basis of the proposed HRA Medium Term Plan which is attached as Appendix 10.1.
- 14.2 The target level of balances for the HRA has been set at £5m to reflect the risks associated with the management and maintenance of the housing stock. This is broadly achieved over the three year planning period.
- 14.3 The MTFP for 2011/12 includes £3m for new efficiencies and savings (Appendix 10.4) in potential new efficiencies and savings to set against this target. This is in addition to £0.352m (Appendix 10.3) of existing efficiencies in 2011/12 identified in last years plan.
- 14.4 New investment amounts to £1.705m (Appendix 10.2) in 2011/12 although this primarily relates to the one year restructuring costs of the HfH Property Services Division at £1.455m. This estimate represents the high end of expected costs should it be appropriate to enhance payments following the current ongoing negotiations with staff and trade unions.
- 14.5 The HRA capital financing charges and associated housing subsidy implications have also been reviewed. These now incorporate a reduction in estimated interest rates on outstanding debt from 6.18% to 5.83% reflecting the redemption of some high interest debt during 2011/12. The savings from this change amounts to £182,000 net of adjustments to subsidy.
- 14.6 All proposed changes have been incorporated in the HRA MTFP for 2011/12. The updated forecast including details of changes between years is set out in Appendix 10.5. The impact on HRA balances is summarised in the table below.

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	2011/12 £000	2012/13 £000	2013/14 £000
Opening HRA Working Balance	4,728	5,019	5,581
In-Year Use of Balances	291	562	945
<b>Closing HRA Balance</b>	<b>5,019</b>	<b>5,581</b>	<b>6,525</b>

- 14.7 The subsidy figures have been constructed on a similar basis to that used in previous years. CLG intends to continue with the existing HRA subsidy system until a reformed system of council housing finance is implemented. It is anticipated that these new 'Self Financing' arrangements will come into effect from April 2012 at the earliest. Indeed local authorities are still awaiting the outcome of the consultation process which closed in July 2010 with the Government announcing its intention to use the Devolution and Localism Bill to abolish the current HRA subsidy system.

**Management and Maintenance Allowances**

- 14.8 Within the subsidy determination Management and Maintenance Allowances are increased by 5.1% to £2,295 per dwelling. Taking into account the reduction in dwellings, this represents an increase in the overall allowances of £1.771m. The Major Repairs Allowance (MRA) per dwelling has increased by 5.7%. Taking account of the reduction in dwellings this represents a cash increase of £0.713m.

**Rents and Restructuring**

- 14.9 The subsidy determination gives a guideline rent increase of 6.4% per dwelling. This is based on the September 2010 RPI inflation of 4.6% and rental convergence with Housing Association rents by 2015-16.
- 14.10 The average weekly dwelling rents, with caps and limits applied under the government's rent restructuring policy, will increase from £82.13 to £87.49. This is a cash increase of £5.36 per week (6.5%). There will be differing increases across dwellings and a further analysis considering the range of increases is set out below.

Forecast weekly dwelling rents for 2011/12

No. of bedrooms	With Caps and Limits applied		
	Minimum £	Maximum £	Average £
Bedsit	54.33	95.81	69.72
1	45.37	113.65	74.85
2	65.44	124.79	87.37
3	61.82	132.95	100.58
3+	72.51	156.63	117.10
<b>All dwellings</b>	<b>45.37</b>	<b>156.63</b>	<b>87.49</b>

Percentage change in weekly dwelling rents for 2011/12

No. of bedrooms	With Caps and Limits applied		
	Minimum	Maximum	Average
	£	£	£
Bedsit	3.3%	9.1%	6.9%
1	3.1%	9.9%	6.5%
2	4.2%	8.4%	6.6%
3	4.1%	8.6%	6.5%
3+	4.5%	8.1%	6.4%
<b>All dwellings</b>	<b>3.1%</b>	<b>9.9%</b>	<b>6.5%</b>

It has been past practice for CLG to compensate local authorities for the loss of rent income from applying the Caps and Limits to certain rent increases. Compensation has been applied through adjustment to the following year's subsidy entitlement. The estimated loss from applying the Caps and Limits is £340,000 in 2011-12. However, CLG has not as yet confirmed whether they will continue to fund the cost in 2012-13 and the Council will be seeking assurance that this funding will continue. The HRA MTFS assumes that this compensation will continue.

### **Service Charges**

14.11 In addition to rents tenants receive separate service charges for specific services that they receive. Charges are made for the following services

- Concierge services
- Caretaking
- Grounds Maintenance
- Street Sweeping
- Light and Power (Communal Lighting)
- District Heating
- Water

Each of the above charges have been reviewed to establish the extent to which each covers the cost of provision. The objective of the charges is to cover the cost of provision without penalties in housing subsidy.

14.12 The service charge recovery takes account of income from leaseholders and the same cost apportionment principles have been applied in calculating charges for both leaseholders and tenants.

14.13 The review of charges has considered the forecast cost of services for 2011/12 and where income has exceeded actual costs prior years which can be applied to offset increases in 2011/12. Based upon current forecasts most of the service charges can be held at current levels in 2011/12. However, Thames Water Authority has provisionally indicated that charges will be increased by 4.5% in 2011/12. The proposed charges from April 2011 are set out in the table below.

**SUMMARY OF SERVICE CHARGE PROJECTIONS 2011-12**

Option	Existing Charge per week 2010/11 £.p	Increase %	Increase £ .p.	Proposed New Charge 2011/12 £.p
Concierge	15.23	0	0	15.23
Grounds Maintenance	2.41	0	0	2.41
Caretaking	5.57	0	0	5.57
Street Sweeping	2.98	0	0	2.98
Light and Power (Communal Lighting)	1.06	0	0	1.06
District Heating	9.02	0	0	9.02
Water	5.33	4.5%	0.24	5.56

Information regarding charges for the upgrade of digital aerial services, and the maintenance of un-adopted roads is currently being evaluated.

**15 Capital Programme**

- 15.1 The Spending Review announcement in October indicated that capital funding from all government departments to Councils would fall by around 45 per cent over the Spending Review period and the Provisional Finance Settlement has confirmed these reductions. This has had a significant impact for the Council as previous capital programmes had largely been financed by government grant, supported borrowing approvals or other external funding, although discretionary local schemes with a high priority have been funded by capital receipts. The externally funded programme being proposed by Services for 2011/12 to 2013/14 generally factors in these restrictions on capital funding.
- 15.2 The proposed capital programme for 2011/12 to 2013/14 is summarised in Appendix 11. This also shows the individual schemes within each service area and their associated sources of funding. The three main sources of funding are external grants, capital receipts and reserves and prior year un-used supported borrowing allocations.
- 15.3 As part of the Provisional Finance Settlement the Government announced that new supported borrowing approvals will no longer be available from 2011/12 (see paragraph 15.12 below for further details). Prudential borrowing remains a source for funding capital investment. However, its use will need to be assessed on a project by project basis and a clear business case must be submitted which properly demonstrates that the revenue borrowing costs are affordable within service budgets, otherwise it is unlikely to be approved.

**Children and Young Peoples Service**

- 15.4 The Building Schools for the Future (BSF) construction programme will formally close in 2011/12 with the completion of the last two projects at Heartlands in April

2011, and Woodside in September 2011. Remaining expenditure on these two projects and the payment of outstanding retentions and fees on the rest of the programme comprises the majority of planned spend in 2011/12. Ongoing contract management and refresh of equipment within the ICT managed service will continue over the next 3 years to September 2013 when the current contract ends.

- 15.5 The main continuing investment projects in the Primary sector are: Broadwater Farm Integrated Learning Campus, the expansion of Rhodes Avenue to three forms of entry, and a project at Mulberry Primary School to replace life expired infant classrooms and improve extended service provision.
- 15.6 The currently proposed CYPS capital programme for 2011/12 to 2013/14 is underpinned by £9.2m of supported borrowing allocations from Government up to and including 2010/11 but previously unused. The funding is largely phased in the latter two years of the programme. Due to the workings of the formula grant system the Council will not in practice receive any additional cash funding to support the associated borrowing cost. The associated debt financing costs have been built into the Medium Term Financial Plan (see also paragraph 15.12 below).
- 15.7 The government has recently indicated that it will be reviewing schools capital grant allocations.

#### **Housing Revenue Account**

- 15.8 The only confirmed capital funding stream for the HRA is the Major Repairs Allowance (MRA) for 2011/12 amounting to £13.5m. The current HRA programme is therefore significantly based on this funding stream with some additional funding being provided from corporate resources and leaseholder contributions to fund the proposed programme for 2011/12 of £17.5m. The position for later years is currently uncertain and only indicative figures are included based mainly on the current MRA which is the Government's assessment of the minimum investment required to maintain homes at a decent standard.
- 15.9 For Decent Homes, the Provisional Finance Settlement indicates that funding for 2011/12 will be substantially reduced from current assumptions by around 60%. Furthermore the CLG have announced that funding allocations will be determined via a bidding process being managed by the Homes and Communities Agency (HCA). The deadline for submission of bids for 2011/12 was 11 January 2011 and allocations are likely to be announced in February at the earliest. If the Council's bid is successful the approved funding will be added to the HRA capital programme at that time.

#### **Other Services Capital Programme**

- 15.10 Details of the proposed schemes within ACCS, Corporate Resources and Urban Environment proposed capital programme are included in the Appendix. The ACCS programme is mainly funded from grant resource, e.g. disabled facilities grant and heritage lottery fund. The Corporate Resources and Urban Environment programmes are mainly funded from capital receipts. The latter also includes the

capital element of the Transport for London funding which was announced during December and totals £2.8m for Haringey.

### **Invest-to-Save Opportunities**

- 15.11 The capital programme currently includes two schemes within the Accommodation Strategy which will only proceed if they can be supported by a self-financing business case. It is likely that as part of the Council's transformation programme there will be other invest-to-save opportunities that will be incorporated into the capital programme as and when a business case with an appropriate pay-back period has been approved by Members.

### **Capital Receipts and Reserves**

- 15.12 With respect to internal resources, the forecast capital receipts over the planning period 2011/12 to 2013/14 continue to reflect the prevailing uncertain and difficult property market conditions. It is estimated that approximately £19.8m of new usable capital receipts will be available over the planning period phased £9.3m in 2011/12, £7m in 2012/13 and £3.5m in 2013/14. The proposed schemes to be funded from these and other internal resources, e.g. reserves, as considered by Cabinet on 21 December 2010, are based on the Council's investment priorities and also to enable essential health and safety issues to be addressed. The programme allows for the repayment of the Schools Modernisations Grant back to CYPS in 2012/13 as planned.
- 15.13 Delays in realising the planned capital receipts could have a significant impact on the funding of the associated element of the capital programme. This will be a risk and will need to be carefully monitored. It should be noted that the capital programme is heavily dependent on large specific asset sales which, if delayed, may require the Council to borrow temporarily.

### **Supported Capital Expenditure (SCE)**

- 15.14 The Provisional Finance Settlement announced the abolition of supported capital expenditure allocations from 2011/12. Some priority investment supported through this funding stream may alternatively continue to be supported by capital grants but currently there is no further detail on this. This decision could significantly affect the CYPS and HRA capital programmes in the future as this source of funding accounted for approximately £11m of allocations in 2010/11, £4.7m for CYPS and £6.3m for HRA.

### **Capitalisation of Redundancy Costs**

- 15.15 There is a risk within the overall capital budget regarding the funding of redundancy costs. This is dependent on the nature of any capital authorisation given by the government: if that authorisation is by way of prudential borrowing then this will not impact on the capital programme as presented. However, if the authorisation is by way of the use of capital receipts then it may be necessary to review the other services element of the Capital Programme to release capital resources to fund these redundancy costs. This will be assessed in the near future.



16 **Treasury Management Strategy**

- 16.1 The Treasury Management Strategy Statement for 2011-12 was approved by General Purposes Committee on 11<sup>th</sup> January and Cabinet on 25<sup>th</sup> January 2011 in accordance with the CIPFA Treasury Management Code of Practice. The report set out the proposed strategy with regard to borrowing, the investment of cash balances and the associated monitoring arrangements.
- 16.2 The key factor underpinning the strategy for 2011/12 is that short term interest rates are expected to remain very low throughout the year in contrast to medium and long term rates. This means that there will be a “cost of carry” if funds are borrowed in advance of capital expenditure being incurred. Therefore the Council anticipates continuing to run a strategy of keeping cash balances low and investing short term, so only borrowing when required.
- 16.3 Some limited additions to the Council's lending list were proposed in order to provide some further investment capacity. These proposals were put forward having taken advice from the Council's treasury management advisers and were deemed prudent enough to ensure the credit rating of the Council's investment portfolio remains high.
- 16.4 The proposed prudential indicators set out in the report were based on the capital programme as detailed in Section 15 above and Appendix 10. They do not reflect the funding of Decent Homes or any capital grants that may be forthcoming in lieu of supported borrowing. The government have not yet made clear how much will be allocated to the Council or how it will be funded. Once this is clear, the prudential indicators will need to be revisited and if necessary revised. Any revisions to the indicators will need to be approved by full Council.

17 **Consultation**

**Public Consultation**

- 17.1 The Council informed, consulted and engaged residents on its main budget process in line with the participatory budgeting agenda and the Audit Commission criteria regarding engagement with communities in the financial planning process.
- 17.2 Planning for, and implementation of, the consultation began prior to the announcement of the Government's Spending Review on 21 October 2010 and Local Government Settlement (LGS) on 13 December – both of which fell within the consultation period.
- 17.3 The consultation could not be delayed until these were announced because of the requirement for the Council to set a legal budget in February 2011. The objectives of the consultation – entitled *Shaping Our Future* – were therefore to:
- Tell people about the spending choices the Council would have to make about services when allocating limited money in future;

- Enable people to tell the Council what, if any, changes to services they would support; and
  - Capture ideas for saving money and views about the effects of the Government's spending plans locally.
- 17.4 The consultation was undertaken using an online and paper questionnaire both of which contained an invitation to take part as well as factual information about the Council's budget and its services. The paper questionnaire was widely available from the Council's main offices, customer contact centres, libraries, sports and leisure centres and park cafes. It was also distributed with the help of schools and children's centres, area assemblies and partner organisations (inc. HAVCO and Age UK Haringey).
- 17.5 The consultation was supported by a range of activity: three Haringey People articles; press releases; street posters; attendance by Cabinet members and officers at Area Assembly and Haringey Youth Council meetings during the consultation period; the Council's main web site; and YouthSpace web site. The consultation, and the issues it raised, was also covered by the local press.
- 17.6 The online and paper questionnaire included an explanation of the Council's funding sources together with an outline of the overall budget spend across nine service areas, and the Council's current estimated allocation per household across ten service areas. These attempted to communicate complex financial issues in a straightforward way. Participants were asked: how they would allocate funding; what changes to services they would support (if any); and whether or not they used the service they were commenting upon. The scope of the questions was limited given the estimated savings to be made and the requirement that the Council set a legal budget.
- 17.7 Consultation commenced on 4 October. An e-mail was sent to all 'Have Your Say' Haringey Group partners and other Council staff asking them to promote the consultation through their contacts and networks (both on and off line). This was designed to increase the number of residents, businesses, voluntary and community groups and young people taking part. Consultation was due to close on 3 December, but was extended to 17 December to compensate for time taken to produce the paper questionnaire. On 30 November the extension to the deadline was publicised on a wide range of outdoor poster sites in prominent positions around the borough.
- 17.8 Because of the importance of, and impact of, the consultation on every household in the borough, the Council distributed 97,000 questionnaires. 739 completed questionnaires and 10 e-mails were received compared with 20 in the previous years consultation process.
- 17.9 The majority of responses were submitted by individuals and included 1,042 ideas and comments. A summary of the findings and main comments are as follows:
- The majority rated rubbish collection and recycling services as very or fairly important; and CCTV as fairly or very unimportant;

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- When invited to do so, the majority of respondents allocated a total amount of £4,500 per household across ten service areas (which is broadly the same amount the Council currently spends);
  - However, analysing the amounts respondents allocated to each service area individually reveals the following differences from the Council's current allocation:
    - Respondents would allocate less or the same amount to schools and children's centres, children's safeguarding, support for the elderly and people with disabilities, libraries, culture, sports and leisure and environmental services; and
    - Respondents would allocate more than currently spent to tackling crime and anti-social behaviour, reducing carbon emissions, dealing with housing and homelessness, regeneration and access to jobs and training, and support for community organisations.
  - Overall, responses support getting others to provide the service for older people and sports and leisure services; reducing library opening times; stopping all landscaping and building in parks and open spaces unless fully funded by others; and working with others to achieve greater efficiency in the delivery of environmental services. They do not, however, support any of the options for change for pre-school facilities.
  - Except for users of parks and open spaces and environmental services (who supported stopping all landscaping and building in parks and open spaces unless fully funded by others and working with others to achieve greater efficiency in the delivery of environmental services respectively) the users of the other four services did not support any of the options for change.
- 17.10 Non-users support: getting others to provide services for older people and pre-school facilities; reducing the opening times of libraries, sports and leisure centres and parks and open spaces; and working with others to achieve greater efficiency in the delivery of environmental services.
- 17.11 The main issues raised by the 1,042 ideas and comments were about:
- More effective and efficient use of resources through greater means testing and charging of those able to pay for older peoples services;
  - Requests that the Council not make any changes to libraries because of their social, cultural and economic role in the life of the borough and/or generating more income to help finance the service through increased charges, rental/concession space and greater use of technology;
  - Ways of generating income in order to finance sports and leisure services through increased and varied charges, more efficient use of centres for corporate business use and health promotion;

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- The use of volunteers to encourage greater community involvement and ownership in the maintenance and management of parks and open spaces;
- Use of 'invest to save' in order to increase recycling and reduce collections; generation of more income through fines, penalties and charges; and a request not to make any changes (for public health reasons) in order to maintain and improve levels of cleanliness by the borough's environmental services;
- Securing adequate funding for public services in the borough by Council opposition to the cuts through campaigning and lobbying for increases in taxation; and
- The content and scope of the consultation itself relating to question design, information provided and cost.

17.12 The Council will continue to inform, engage and consult residents and service users in order to deal with the ramifications of the unprecedented spending reductions it faces.

**Haringey Strategic Partnership**

17.13 Since June 2010 there has been an on-going dialogue with the Haringey Strategic Partnership (HSP), its sub groups and in community meetings on the impact on Haringey of the Comprehensive Spending Review and in particular the cuts to the area based grant. Theme boards have confirmed their priorities for the coming year and undertaken work to identify the cuts that need to be made and the likely impacts. Further discussion with local community and voluntary groups to provide an opportunity for them to discuss the proposals with councillors and senior managers is planned for February.

**Schools**

17.14 The Schools Forum met on 17 January 2011 where their views on the Strategy for the Schools Budget, together with consideration of the final formula for the EYSFF, were sought. The Forum considered detailed papers and endorsed all of the recommendations in the covering reports. A full list of the recommendations of the Forum on both the EYSFF and 2011-12 DSG Budget Strategy are attached as Appendix 9.2.

**Housing Tenants**

17.15 Consultation with tenants has been carried out on the new basis started last year. From 2010-11 there was a single consultation paper covering both rents and service charges. This detailed proposed changes in rent and service charges for each tenant in a single statement. This was mailed directly to tenants with the opportunity to make a written response or through a telephone advice and response line. The consultation has been carried out based upon the proposed rent increase of 6.6% together with proposed service charges from April 2011.

17.16 The table below represents the summary of responses from tenants.

<b>Response</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Grand Total</b>	<b>% Response</b>
Email	8	0	0	8	3%
Phone	28	18	6	52	20%
Written	130	24	26	180	75%
<b>Grand Total</b>	<b>166</b>	<b>42</b>	<b>32</b>	<b>240</b>	<b>100%</b>
<b>% Response</b>	<b>69%</b>	<b>18%</b>	<b>13%</b>	<b>100%</b>	

17.17 The 166 ( 69% ) negative responses were by and large from those in work who were already having to face pay freezes and considered the rent & water rates increases unacceptable. The feeling was very strong amongst this group and whilst many accepted that a rise was inevitable, the effect of a weekly rise of £5 or £6 per week was of serious concern to those tenants.

### **Other Stakeholders**

17.18 In addition to the extensive consultation detailed above the Council has also presented the budget proposals to the Trade Unions and other stakeholders. The proposals for savings set out in Appendix 6.1 and 6.2 contain significant reductions in what had previously been schemes for grant funding a variety of organisations. The majority of these organisations are third sector organisations, comprising voluntary organisations, community organisations and others. However, there are also a lesser number of private sector organisations that receive funds through the grant funding arrangements. The significant savings in the grant funding arrangements will require consultation with these organisations and the determination of new funding arrangements through the application of criteria designed to reflect the new priorities of the Council. Attached at Appendix 8 are indicative criteria for use by individual Directorates when taking funding decisions under particular funding schemes. Each Directorate will tailor these criteria to its particular needs and will apply them initially on an indicative basis for the purpose of consultation. Each Directorate will consult appropriate organisations following the application of its detailed criteria. The responses to the consultation will be taken into account in making the final determination, including any relevant comments concerning the detailed criteria themselves.

### **Overview and Scrutiny**

17.19 *To be inserted following the Overview and Scrutiny committee meeting on 31 January 2011.*

**18 Summary**

- 18.1 The projected available funding available for 2011-12 as reported to Cabinet in December 2010 required savings to be identified totalling £46.5m to deliver a balanced budget for that financial year. Since the December meeting however, additional potential funding of £2.7m has been identified (£1.5m increase in the Council Tax base and £1.2m in New Homes Bonus) together with a reduction in the projected provisions required for inflation (£1.2m less), NLWA (£1.0m less) and pension and other costs (£0.6m). This has brought the saving requirement down to £41.0m.
- 18.2 Nevertheless, this remains an incredibly challenging requirement, representing as it does over 14% of the Council's net budget: and all to be achieved within a twelve month period. Savings of this magnitude will have a profound impact on the level of service provision that can be provided to residents and local businesses and the way in which those services are delivered.
- 18.3 As the MTFP indicates, the government's current spending plans will continue to put strains on the Council's available funding, notwithstanding the new 'freedoms and flexibilities' promised through the localism agenda. The current projected savings still to be identified in 2012-13 and 2013-14 total a further £42m. Recent growth figures announced for the national economy suggest that the country is still a long way from seeing an economic recovery.
- 18.4 This will mean that the level of demand for the Council's services, particularly from the most vulnerable in our society, will continue to increase the spending requirement whilst the available resources continue to be squeezed.
- 18.5 The current proposed Medium Term Financial Plan reflects those risks (and to a lesser extent opportunities) that can be realistically assessed at this point in time. However, the scale of social change that will be driven by the Government's proposals from its Spending Review will mean that the Council will need to review on at least a quarterly basis the robustness of the key planning assumptions and be prepared to adjust the plan accordingly.

**19 Comments of the Head of Legal Services**

- 19.1 The Council is under a statutory duty to set a balanced budget having regard to the report of its Chief Financial Officer as to the robustness of the estimates and the adequacy of proposed financial reserves. This must be preceded by a robust and comprehensive Medium Term Financial Plan. The report proposes to Members that a process of consultation be undertaken on the HESP proposals for savings which will involve relevant groups of the community, service users and staff. The Council must have due regard to its duties under the Equality Act 2010 when taking final decisions on the savings proposals and this in appropriate cases will include the carrying out of equality impact assessments and considering the results of these before taking final decisions. Members are reminded that in cases where a proposal involves a change to arrangements to meet a statutory duty, members will need to be assured before taking a final decision that the proposals for an alternative means of meeting that statutory duty are adequate.

**SUMMARY OF DRAFT MEDIUM TERM FINANCIAL PLAN TO MARCH 2014**

**Appendix 1**

	2011-12 £'000	2012-13 £'000	2013-14 £'000	Totals £'000
Total Net Service Cost Brought-forward	307,829	286,169	273,939	
Changes and Variations				
Prior-year Agreed Growth	23,648	11,173	18,863	53,684
Prior-year Agreed Savings	(640)	(203)	(25)	(868)
	(3,614)	(283)	-	(3,897)
<b>Total Funding Requirement before Savings</b>	<b>327,223</b>	<b>296,856</b>	<b>292,777</b>	
<b>Total Projected Available Funding</b>	<b>286,169</b>	<b>273,939</b>	<b>273,039</b>	
<b>Total Savings Requirement</b>	<b>(41,054)</b>	<b>(22,917)</b>	<b>(19,738)</b>	<b>(83,709)</b>
Savings Proposals - December Cabinet	(12,564)	(10,114)	(5,675)	(28,353)
New Savings Proposals	(28,490)	(6,014)	492	(34,012)
Total HESP Savings Proposals	(41,054)	(16,128)	(5,183)	(62,365)
Budget Shortfall - Savings to be Identified	-	(6,789)	(14,555)	(21,344)

**DRAFT MEDIUM TERM FINANCIAL PLAN TO MARCH 2014**

**Appendix 2**

	2010-11 Revised Budget £'000	Prior Year Approved Growth £'000	Changes and Variations £'000	Prior Year Approved Savings £'000	New Savings £'000	2011-12 Projected Budget £'000	Prior Year Approved Growth £'000	Changes and Variations £'000	Prior Year Approved Savings £'000	2012-13 Projected Budget £'000	Prior Year Approved Growth £'000	Changes and Variations £'000	Savings £'000	2013-14 Projected Budget £'000
<b>Funding Requirement - General Fund</b>														
<b>Service Areas (excluding Corporate Recharges and Capital Financing Costs)</b>														
Children's and Young People	73,837	-	7,362	(445)	(10,262)	70,492	-	(1,983)	-	64,633	-	(741)	0	63,892
Adults Culture and Community Services	95,101	1,240	4,402	(406)	(10,326)	90,011	60	2,819	-	87,973	(25)	2,485	(2,405)	88,028
Urban Environment	46,613	(1,308)	2,240	(1,826)	(7,508)	38,211	(149)	-	(221)	36,749	-	-	(216)	36,533
Sub-Total	215,551	(88)	14,004	(2,677)	(28,096)	198,714	(89)	836	(221)	189,355	(25)	1,744	(2,621)	188,453
<b>Corporate Services</b>														
Corporate Resources	37,095	(175)	200	(686)	(6,975)	29,459	-	-	(62)	29,338	-	-	(732)	28,606
People & Organisational Development	5,756	-	-	(143)	(3,129)	2,484	-	-	(427)	2,057	-	-	(130)	1,927
Policy, Performance, Partnership & Communication	6,166	-	-	(107)	0	6,059	-	-	-	6,059	-	-	-	6,059
Chief Executive	2,979	(300)	-	(1)	-	2,678	-	-	-	2,678	-	-	-	2,678
Non-Service Revenue	40,283	(97)	4,144	-	(2,854)	41,476	(114)	3,337	-	38,942	-	9,619	(1,700)	46,861
Inflation Provision	-	-	5,300	-	-	5,300	-	7,000	-	12,300	-	7,500	-	19,800
Sub-Total	92,279	(572)	9,644	(937)	(12,956)	87,456	(114)	10,337	(62)	91,374	-	17,119	(2,562)	105,931
<b>Total Funding Requirement</b>	307,829	(640)	23,648	(3,614)	(41,054)	286,169	(203)	11,173	(283)	280,728	(25)	18,863	(5,183)	294,383
<b>Funding Sources</b>														
Formula and Core Grants (excl DSG)	206,859	-	-	-	(26,914)	179,945	-	-	-	165,215	-	-	(3,500)	161,715
New Homes Grant	-	-	-	-	1,200	1,200	-	-	-	1,200	-	-	-	1,200
Council Tax	100,970	-	-	-	1,530	102,500	-	-	2,500	105,000	-	-	2,600	107,600
Council Tax Grant	-	-	-	-	2,524	2,524	-	-	-	2,524	-	-	-	2,524
<b>Total Available Funding</b>	307,829	-	-	-	(21,660)	286,169	-	-	(12,230)	273,939	-	-	(900)	273,039
<b>Budget Shortfall - Savings to be Identified</b>														
						<b>0</b>				<b>6,789</b>				<b>21,344</b>



## New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Impact on Service / Performance	Priority
1	Adults Culture & Community Services	AC02 Adult Social Care Services	Reduced contributions from NHS - Haringey regarding Learning Disabilities service users.	695			695	The NHS fund a number of NHS Continuing Care packages and placements and part fund a number of establishments.	A Healthy Caring Haringey
2	Adults Culture & Community Services	AC02 Adult Social Care Services	Reduced contributions from NHS - Haringey regarding Mental Health service users.	383			383	As above	A Healthy Caring Haringey
3	Adults Culture & Community Services	AC02 Adult Social Care Services	Demographic pressures Mental Health. Increasing client numbers year on year have resulted in an uncontrollable pressure in 2009/10 and 2010/11.	556			556	Despite using prescribed pricing tools, managing the interface between health and social care Haringey attracts a high number of mental health users from inner city boroughs, coupled with the reduction in acute beds in the MHT and acute commissioning spend.	A Healthy Caring Haringey
4	Adults Culture & Community Services	AC02 Adult Social Care Services	Demographic pressures Older People. Increasing client numbers year on year have resulted in an uncontrollable pressure in 2009/10 and 2010/11.	455			455	In line with national trends and demographic pressures Haringey is experience growth in Older Peoples Services. Again, as for all client groups, despite the vigorous application of pricing tools a funding pressure has emerged over recent years.	A Healthy Caring Haringey
5	Adults Culture & Community Services	AC02 Adult Social Care Services	Demographic pressures Physical Disabilities. Increasing client numbers year on year have resulted in an uncontrollable pressure in 2009/10 and 2010/11. Additional growth is anticipated	466	244	169	879	As above (older people)	A Healthy Caring Haringey
6	Adults Culture & Community Services	AC02 Adult Social Care Services	Transition - To fund the increased needs of young people when they leave school or reach 18 in 2011-14. All client groups. A total of 184 children over 3 years. Assumes health income of £1.4m.	1,847	2,575	2,316	6,738	Without the transition growth we will be unable to fund the new cases coming through from CYPS to Adults services. The commissioning budget will significantly overspend particularly since these new cases tend to have very high needs and high spend attached. Although everything possible is done through the transition process to achieve good value for money prior to the transfer to adult services this does not negate the financial impact of these transition cases.	A Healthy Caring Haringey
	Adults Culture & Community Services			4,402	2,819	2,485	9,706		
7	Children & Young People	Children & Families	To fund the appropriate structures in Safeguarding and Support / First Response to enable the effective evaluation of children for care services.	715			715	Increase in costs necessary to accommodate the increased number of Children being referred and assessed for care services.	A Safer Haringey
	Total								

## New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Impact on Service / Performance	Priority
8	Children & Young People	Children & Families	Demographic pressures - Looked after Children. The number of LAC has continued to increase above the number assumed in the base budget.	4,000	(1,983)	(741)	1,276	Necessary to cope with the full year effects of the current number of children in care. Future years' reductions dependent on successful management action.	A Safer Haringey
9	Children & Young People	Children & Families	An increase in the legal costs budget which is necessary to reflect an increasing children in care population due to increase in child care cases.	500			500	Volume increase in legal case work associated with the higher number of Children-in-Care. Delays in representing cases in court leads to higher costs and potentially worse outcomes for C-I-C.	A Safer Haringey
10	Children & Young People	Children & Families	This is necessary to fund a range of costs associated with families with children who have No Recourse to Public Funds as a result of their immigration	1,000			1,000	Establishment of base budget provision for group unsupported by grant. This group has no other means of supporting their families and therefore children are potentially at risk.	A Safer Haringey
11	Children & Young People	Children & Families	To fund client related expenditure in respect of homeless 16 and 17 year olds who must, following court judgement, receive services as a LAC.	301			301	To accommodate the on-going pressure in this area caused by the Southwark Judgement, which places an obligation on authorities to recognise this client group as being entitled to care services.	A Safer Haringey
12	Children & Young People	Children & Families	To provide the appropriate allowances for those looking after children as 'Special Guardians' as an alternative to other care arrangements.	521			521	To achieve more cost effective placement of children through the SG route rather than more expensive placement alternatives.	A Safer Haringey
13	Children & Young People	Children & Families	To fund the appropriate structures in the Children-in-Care Service to provide effective services for those children placed in care and ensure the best long term care solution is achieved.	325			325	Increase in costs necessary to accommodate the higher numbers of Children-in-care and the appropriate staff infrastructure.	A Safer Haringey
	<b>Children &amp; Young People Total</b>			<b>7,362</b>	<b>(1,983)</b>	<b>(741)</b>	<b>4,638</b>		
14	Corporate Resources	BLT	On going economic downturn could continue to place pressure on workload for the division, impacting on the performance of housing and council tax benefit days to pay. As in 2010/11 additional resources may be needed to meet the pressures in 2011/12, if performance is to be maintained or improved. If economy picks up, may not be required 2012/13+	200	0	0	200	The last 7 months have seen a reduction in the combined Days to Pay for New Claims & Changes of Circumstances (NI 181), largely brought about by improvements in staff productivity, more efficient operational processes and the steady reduction in the build up of old outstanding claims. However the on going impact on our workload from the current economic climate and the need for us to undertake other proactive measures in running an efficient service (data matching, running of control reports, subsidy control & cleansing) continue to add to our pressures. Without additional resources, maintaining current performance, and achieving further improvements, is likely to be a challenge for the Service.	Delivering High Quality Efficient Services

New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Impact on Service / Performance	Priority
	Corporate Resources Total			200	0	0	200		
15	Urban Environment	Housing & Strategy	Housing Subsidy Shortfall – changes to subsidy rules from this year and further changes from next year leading to shortfall in base budget.	2,200			2,200	The Housing Benefit Subsidy changes have created an underlying shortfall in the Council's income stream. Further changes will be implemented on the 1st April 2011. This balance will meet the gap that remains after all the cost cutting measures carried out by the Service. It will allow the Council to continue to discharge its statutory homelessness duty to vulnerable clients.	A Healthy Caring Haringey
16	Urban Environment	Planning & Regeneration	North London Strategic Alliance - sub-regional working.	40			40	NLSA is working in partnership with north london boroughs to ensure improved and cost effective shared services.	Delivering High Quality Efficient Services.
	Urban Environment Total			2,240	0	0	2,240		
	Grand Total			14,204	836	1,744	16,784		

## Changes and Variations

Item	Potential / Known Budget Pressure	2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13	Total
		£'000	£'000	£'000	£'000
1	Inflation	5,300	7,000	7,500	19,800
2	NLWA - additional cost of new facility			1,900	1,900
3	NWLA - Increase in Landfill Tax	500	2,100	400	3,000
4	Increase in cost of concessionary fares	2,500	500	500	3,500
5	Carbon reduction commitment	500			500
6	Council Tax Benefit - subsidy 10% reduction			4,000	4,000
7	Risks to future government funding and changes in the Welfare Benefits system		2,500	2,600	5,100
8	Single Status- outstanding settlements	1,000			1,000
9	Debt Financing Costs (net)	(356)	(1,763)	219	(1,900)
	<b>Changes and Variations Total</b>	<b>9,444</b>	<b>10,337</b>	<b>17,119</b>	<b>36,900</b>



London Borough Of Harlington  
Pre-Agreed Investments  
2011/12 to 2013/14

Appendix 5.1

Pre-Agreed Revenue Investments		As Agreed by Council		Planned Impact		Progress		Revised or Restated		Total Variance (Revised Agreed)		
Ref	Directorate	Business Unit	Area / Service	2011/12 over 2010/11	2012/13 over 2011/12	Total		2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13	Total	
7	Policy, Performance, Partnerships & Communications	PP04 Policy & Performance	To fund a comprehensive Information function, with geographical information system (GIS) capability, for the Council & HSP. Enables enhanced needs analyses to inform service provision. Essential to meet CAA requirements.	4	4	4	Enables enhanced needs analyses to inform service provision. Essential to meet CAA requirements.	0	0	0	0	4
8	Urban Environment	PP04 Policy & Performance Total		4	0	4		0	0	0	0	4
		Performance Total										
		UE08 Frontline Services	Effective procurement of Public Realm Strategic Contract	(150)		(150)					(100)	(50)
		UE08 Frontline Services Total		(150)	0	(150)					(100)	(50)
9	Urban Environment	UE06 Strategic and Community Housing Services	Additional Resources to maintain momentum in Housing Improvement Plan	(250)		(250)	Will reflect restructures that are happening in the service.	(100)			(250)	0
10	Urban Environment	UE06 Strategic and Community Housing Services	Private Sector Leasing Renewals	(694)		(694)	Payback of investment in earlier years	(694)			(694)	0
11	Urban Environment	UE06 Strategic and Community Housing Services	Rent Deposit Scheme	(264)	(89)	(353)	Payback of investment in earlier years	(264)	(89)		(353)	0
		UE06 Strategic and Community Housing Services Total		(1,208)	(89)	(1,297)		(1,208)	(89)	0	(1,297)	0
12	Urban Environment	UE09 Planning, Regeneration & Economy	To support and encourage Olympic activity and increase benefit to the borough of the Olympics.		(60)	(60)					(60)	0
13	Urban Environment	UE09 Planning, Regeneration & Economy	Extension of an existing Credit Union into Harlington, base services funded by area based grant, some additional investment required for other services such as pre-paid cards			0	Increased support to those residents that meet the criteria.			(25)	(25)	25



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London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Appendix 5.2

Pre-Agreed Revenue Efficiency Savings		As Agreed by Council		Revised or Restated		Variance (Revised - Agreed) £'000				
Ref	Directorate	Business Unit	Details of Efficiency		Progress	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Variance (Revised - Agreed) £'000
			2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Variance (Revised - Agreed) £'000
1	Adults, Culture & Community Service	AC03 Recreation Services	125	0	125	125	0	0	125	0
			Price increases - 5% above inflation spread over 2 years 2010/11 & 11/12.							
2	Adults, Culture & Community Service	AC03 Recreation Services	18	0	18	18	0	0	18	0
			Broadwater Farm Community Centre Refurbishment. The net saving includes cumulative additional running costs of £87k from 2010/11 to 2012/13.							
3	Adults, Culture & Community Service	AC04 Culture, Libraries & Adult Learning	40	0	40	40	0	0	40	0
			Community programmes staff restructure.							
4	Adults, Culture & Community Service	AC04 Culture, Libraries & Adult Learning	100	0	100	100	0	0	100	0
			Reconfiguration of Muswell Hill Library allowing extension of use of Radio Frequency Identification self issue system.							
5	Adults, Culture & Community Service	AC05 Commissioning & Strategic Services	123	0	123	123	0	0	123	0
			Realignment of support services.							
	Adults, Culture & Community Service Total		406	0	406	406	0	0	406	0
6	Chief Executive's Services	CE Chief Executive and Electoral Services	1	0	1	1	0	0	1	0
			Deletion of a post in the secretariat.							
	Chief Executive's Services Total		1	0	1	1	0	0	1	0
7	Policy, Performance, Partnerships & Communications	PP05 Communications	10	0	10	10	0	0	10	0
			Eliminate Smart Talk design costs by switching to template system.							
8	Policy, Performance, Partnerships & Communications	PP05 Communications	40	0	40	40	0	0	40	0
			Design savings on council's overall MarComms outputs by using template system (over and above SFR savings).							
	Policy, Performance, Partnerships & Communications Total		50	0	50	50	0	0	50	0
9	Corporate Resources	CR02 Benefits & Local Taxation	20	0	20	20	0	0	20	0
			Savings in the costs of design, production & amendments to BLT documentation currently incurred through DSL or Gandlake, by using Laserpage software.							
	Corporate Resources Total		20	0	20	20	0	0	20	0
10	Corporate Resources	CR02 Benefits & Local Taxation	50	0	50	50	0	0	50	0
			Frontloading court costs (between Summons & Liability Orders) to recover these at an earlier stage & revise Customer Services procedures to minimise the number of summonses withdrawn.							

Pre-Agreed Revenue Efficiency Savings		As Agreed by Council		Revised or Restated		Variance (Revised - Agreed) £'000		
Ref	Directorate	Business Unit	Details of Efficiency	2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13	Total £'000	Variance (Revised - Agreed) £'000
11	Corporate Resources	CR03 Corporate Finance / Audit	The planned reshape/structure of the whole business unit will ensure both the pre agreed savings for 07/08 and now these further savings are achieved in 2010/11.	15	15	15	15	0
12	Corporate Resources	CR03 Corporate Finance / Audit	Reconfiguration of cashier and payment services to customers.	65	65	65	65	0
13	Corporate Resources	CR04 Corporate Procurement	Alternative savings will be made across all budgets within the Procurement Service.	20	20	20	20	0
14	Corporate Resources	CR05 Property	Review of Commercial Portfolio and implementation of Manhattan with improved debt management.	30	30	30	30	0
15	Corporate Resources	CR05 Property	Commercial Income - above inflation growth on income in future years.	33	32	33	65	0
16	Corporate Resources	CR05 Property	Additional fee income (Valuation / Development) Supporting regeneration projects not relating to Council Land.	10	10	10	10	0
17	Corporate Resources	CR05 Property	Hornsey Town Hall – Operational staff reductions.	30	30	30	30	0
18	Corporate Resources	CR05 Property	Additional efficiencies following the letting of the planned & reactive maintenance works contract in Sept. 2008.	25	25	25	25	0
19	Corporate Resources	CR05 Property	Additional fee income from Staff car parking scheme.	5	5	5	5	0
20	Corporate Resources	CR05 Property	Savings resulting from further structural changes and a review of Administrative process following the reshaping.	20	20	20	20	0
21	Corporate Resources	CR05 Property	Further savings through reduction in staffing levels supporting building related services.	88	88	88	88	0
22	Corporate Resources	CR05 Property	Reduced energy costs from the administrative building portfolio.	30	30	30	30	0
23	Corporate Resources	CR05 Property	Potential efficiency from the development of a shared helpdesk between Property & IT.	50	50	50	50	0
24	Corporate Resources	CR05 Property	Modernisation of the Office Cleaning Service.	20	20	20	20	0

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

## Appendix 5.2

Pre-Agreed Revenue Efficiency Savings																				
Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council	As Agreed by Council	Total	Progress	Revised or Restated	Revised or Restated	Total	Variance (Revised - Agreed)									
				2011/12 over 2010/11	2012/13 over 2011/12			2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13	Total									
25	Corporate Resources	CR06 Legal Services	2 In-house advocates in social care division. Saving to client by reducing spend on counsel.	30		30	The average cost of care cases has reduced and is reducing significantly as a consequence of efficiency measures taken by the social care team. This would ordinarily have shown the saving required or perhaps more had not demand increased significantly over the same period. Saving in cost per case has been achieved.	30			30	0								
26	Corporate Resources	CR06 Legal Services	1 project lawyer in commercial division. Saving to client by reducing spend on external solicitors.	25		25	25 Staff is in post and has provided a saving for the council by taking on complex contract work and avoiding the usage of external solicitors. Although the level of commercial contract activity may reduce moving forward the saving should be met as part of the proposed centralisation of corporate legal services.	25			25	0								
27	Corporate Resources	CR06 Legal Services	VFM review of non Corporate Legal Service (Registrars and Land Charges).	50		50	50 There will be a change of Head of Registrars and they will be involved in this project. Currently the two services are showing under spends projected at £20k year end each and this makes the prediction of slightly larger savings next year following a review realistic.	50			50	0								
28	Corporate Resources	CR073 Customer Services	Reduction in sickness.	5		5	5 Results filtering through as a result of proactive management actions.	5			5	0								
29	Corporate Resources	CR073 Customer Services	General efficiency (non replacement of vacancies).	50		50	50 Several vacancies have occurred and the posts have not been filled.	50			50	0								
30	Corporate Resources	CR073 Customer Services	Right first time (process optimisation).	20		20	20 BPR is ongoing in high volume areas.	20			20	0								
31	Corporate Resources	CR074 Information Technology	Merger of support functions.	25		25	25 Final tranche of pre-agreed savings - will be achieved for 2011/12.	25			25	0								
		<b>Corporate Resources Total</b>		<b>686</b>	<b>62</b>	<b>748</b>		<b>686</b>	<b>62</b>	<b>0</b>	<b>748</b>	<b>0</b>								
32	Children & Young People's Service	CY04 Business Support & Development	Student Support Service Mgt-Administration, Further reduction of Student Finance staff as front line services are nationalised.	83		83	83 Expected to be achieved.	83			83	0								
33	Children & Young People's Service	CY02 Children & Families (including Safeguarding)	Costs allowable under revised regulations, in respect of SEN Transport have been charged against the DSG to release General Fund resources.	300		300	300 This is dependant on savings being identified within the DSG. At this stage it is expected to be achieved.	300			300	0								
34	Children & Young People's Service	CY01 Change for Children (including Children's Networks)	Review of staffing levels & service efficiency within Children's Networks.	62		62	62 This will be achieved in the Play Service.	62			62	0								
		<b>Children &amp; Young People's Service Total</b>		<b>445</b>	<b>0</b>	<b>445</b>		<b>445</b>	<b>0</b>	<b>0</b>	<b>445</b>	<b>0</b>								
35	People & Organisational Development	PO02 Human Resources	Further review HR/OD service model for advisory & developmental delivery - work in partnership with others.	61		61	61 Savings to be achieved through service review and added into HESP savings review proposals/ targets.	61			61	0								

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Appendix 5.2

Pre-Agreed Revenue Efficiency Savings		As Agreed by Council		Revised or Restated		Variance (Revised - Agreed) £'000			
Ref	Directorate	Business Unit	Details of Efficiency	2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13	Total £'000	Variance (Revised - Agreed) £'000	
36	People & Organisational Development	PD02 Human Resources	Savings to be found from rationalisation of non-salary spend across the whole of the Directorate. Service reshape and service reductions.	2	2	2	2	0	
37	People & Organisational Development	PD03 Organisational Development	23 Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings.	23	23	23	23	0	
38	People & Organisational Development	PD04 Local Democracy	40 Review services and staffing.	40	40	40	40	0	
39	People & Organisational Development	PD04 Local Democracy	17 Overall Policy & Performance (PP04) resources reviewed.	17	17	17	17	0	
40	People & Organisational Development	PD04 Local Democracy	143 Integrated Waste Management & Transport Contract.	143	143	143	143	0	
41	People & Organisational Development	PD04 Local Democracy	57 Additional income to be generated through the Parking Plan.	57	57	57	57	0	
42	People & Organisational Development	PD04 Local Democracy	1,165 Spend to save. Replacement of illuminated bollards with solar powered bollards.	1,165	1,165	1,165	1,165	0	
43	People & Organisational Development	PD04 Local Democracy	33 Housing - Reduce Temporary Staff / Reduce Agency Staff / Review Number of Posts.	33	33	33	33	0	
44	People & Organisational Development	PD04 Local Democracy	311 Estimated saving from release of additional staff brought in to achieve 2 star service and relocation of Housing Services from Apex Hse to RPH where post & facilities mgt functions are provided corporately.	311	311	311	311	0	
45	People & Organisational Development	PD04 Local Democracy	221 Reduced legal expenditure (both Internal and External). Increased Pre application planning fees.	221	221	221	221	0	
46	People & Organisational Development	PD04 Local Democracy	10 Review physical regeneration team as part of the 2nd phase of restructuring.	10	10	10	10	0	
47	People & Organisational Development	PD04 Local Democracy	30 Budgets to be amended. Service has reviewed its use of legal services.	30	30	30	30	0	
48	People & Organisational Development	PD04 Local Democracy	10 Number of PARAs increasing, service is confident that the income for this service will increase.	10	10	10	10	0	
Urban Environment Total				1,709	371	2,080	1,826	221	0
Urban Environment Total				1,709	371	2,080	1,826	221	0

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Appendix 5.2

Pre-Agreed Revenue Efficiency Savings		As Agreed by Council			Revised or Restated			Variance (Revised - Agreed) £'000		
Ref	Directorate	Business Unit	Details of Efficiency	2011/12 over 2010/11	2012/13 over 2011/12	Total	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000
				3,497	433	3,930	3,614	283	0	3,897
	Grand Total									33

Haringey Efficiency and Savings Programme - Proposals presented to Cabinet in December 2010						Appendix 6.1	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
<b>People and Organisational Development Service/ Policy, Performance, Partnerships and Communication/ Chief Executive</b>							
1	HR and OD&L Review of HR services - to determine a revised service offer that will deliver the support and service that the organisation needs to manage its people resource within the constraints of a reduced and limited cash budget.	259	0	0	259	HR service is critical to ensuring that the Council manages people change. The future service will be focussed on enabling this change.	EIA screening tool
2	HR and OD&L Review of OD&L -The review of Organisational Development activity will aim to improve the OD Service Offer to the council in the context of the need for savings and efficiencies.	187	60	80	327	OD service to focus on helping the Council manage change in a period of transition.	EIA screening tool
3	Human Resources Apprenticeships & Trainees - cessation of corporate scheme	165	0	0	165	The current labour market is proving sufficient to provide staff.	Yes
4	Chief Executive's Service CE projects budget - reduce by 25%	17			17	Improved corporate planning of spend across the authority should reduce the need to fund one-off projects by the Chief Executive and should not impact on delivery.	No
5	Policy and Performance Cease Equalities Events Funding	47			47	Events will need to be delivered through alternative routes such as the Third Sector.	No
6	Policy and Performance Review of Customer Focus budget within Policy & Performance - a phased reduction to allow the development of customer insight.	117			117	Activity around the Wow awards will cease along with the subscription to the Institute of Customer Service. An internal staff recognition scheme will be developed to recognise staff achievements.	No
7	Secretariat Review of secretariat - reduce staffing and associated running expenses	45			45	This is the secretarial support for the Chief Executive's services which will be managed.	No
8	Policy and Performance Review central feedback function - proposals to amend current corporate complaints procedure and centralise the handling of Members enquiries etc. Linked to an upgrade of the 'Respond' database		65	50	115	A review of the process for managing feedback will allow the reduction to be managed.	Yes
9	Communications and Consultation Review of Translation & Interpretation Service - re-assess balance between in-house and external service provision	124	0	0	124	Alternative models of delivery will ensure that a service remains available where it is required.	Yes
	<b>POD/PPPC/CE Grand Total</b>	<b>961</b>	<b>125</b>	<b>130</b>	<b>1,216</b>		
	<b>Corporate Resources</b>						
10	Corporate Property Reduce Corporate Landlord and Repairs and Maintenance - This will reduce the Maintenance and Repair spend on both Operational and Commercial properties within the Council's Portfolio	70	0	0	70	Reduction on non-urgent priority repairs and maintenance undertaken. Impact on services minimised through prioritisation.	No
11	Corporate Property Reduce Facilities Management specification- amongst other measures, this will remove the free vend facilities for staff and replace with pay vend.	50	0	0	50	Impact on staff. Members and visitors as no free vend/ refreshments will be available. Pay vend will be the only facility available.	No
12	Corporate Property Corporate management of property efficiency and Service Reduction This proposal aims to release further efficiencies by extending Corporate Management of Property (CMP) and reduce the level of general advice and readily available provision of in-house services.	120			120	Reduction in general advice and in-house level of valuation, commercial and asset management support to Members and Directorates in relation to major projects, acquisitions and disposals. Work requests will be subjected to priority and rationing as well as extended response times.	No
13	Corporate Property Reduction in Building Maintenance This proposal is in two parts: 1. Reduce or stop maintaining the current buildings portfolio unless it is a statutory requirement, health and safety risk or essential to keep the services operational. 2. Reduce the maintenance budget on the basis that the number of service operations buildings (libraries, leisure centres, day centres, community centres, museums etc) is reduced in the medium term.	150	125	125	400	Whilst every effort will be made to prioritise repairs and maintain building compliance (not necessarily fitness for purpose). Some disruption to occupying services and building closures is likely. A reduction will increase decay and reduce the opportunity for Carbon Reduction measures. Increased risk of dilapidation claims for leasehold obligations. A reduction in this budget means that there will be less available for savings put forward by other Departments relating to building reductions including through the accommodation strategy.	EIA screening tool

## Haringey Efficiency and Savings Programme - Proposals presented to Cabinet in December 2010

## Appendix 6.1

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
14	Corporate Property  1. reduce the level of office related services provided to employees, councillors, visitors and customers by removing or reducing such activities as reception, meeting room support, post delivery, visitor management. 2. reduce the soft FM budget on the basis that there will be fewer offices and office users to support in the medium term (removal of at least one major office building).	150			150	Reduction in service levels will impact on occupying services with more self help required. This to include room bookings/ID/stationery management and building support. This will impact negatively on the productivity of other staff.	No
15	Corporate Property  <b>Reduction in Office Accommodation</b> This proposal is to continue implementation of the accommodation plan by seeking opportunities to further intensify the use of space thereby further reduce the retained portfolio.			1,200	1,200	Options for further savings can be based on reductions in the size of the Council's workforce. Removing one of the large buildings would release circa £1.2 million subject to being able to dispose or surrender/assign the lease. It is emphasised that this is a medium term proposal based on staff reduction and the figure stated is a full year effect once all premises holding costs have been removed. Loss of space and facilities with potential impact on business efficiency, customer service and loss of flexibility. This will impact on Customers with fewer locations and service points.	No
16	Corporate Property  <b>Savings on Security costs at Customer Service Centre's</b>		11	32	43	Review of Security Contract	Yes
17	Corporate Finance  <b>Haringey Payments Service - close Thursday evenings &amp; Saturdays</b>	18	0	0	18	The front line cashiers' office has now been closed on Saturday mornings and late nights on a Thursday. Both of these sessions had fewer transactions than normal working hours and has not, so far, appeared to result in any marked diminution of service provision.	No
18	Corporate Property  <b>Increase Staff car parking Charges</b> - This proposal is to increase the level of staff car parking charges.	15	0	0	15	Reduction in staff benefit. This will also be affected by any reduced designated essential users.	EIA screening tool
19	Corporate Property  <b>Open staff car parks in evening and at weekends - External Hire</b>	6	0	0	6	Impact on staff parking income minimised by hire outside of office hours.	No
20	IT  <b>IT Service Implement Value for Money (phase 2)</b>	300	0	0	300	Aligns IT Services with the outcome of the IT Value for Money SFR and the delivery of the IT Strategy 2010-13 agreed at Cabinet; 80 staff are impacted although the number of deleted posts will be lower	EIA screening tool
21	Legal  <b>Centralise Legal budgets and Managed demand</b>	40	105		145	Reduction of administration costs in terms of managing a trading account and reduction of legal costs through demand management	No
22	BLT  <b>HB overpayment recovery project</b> -The Benefits and Local Taxation Service are responsible for the recovery of Housing Benefit Overpayments(HBOP). The income achieved by overpayment recovery is additional income to the Council. It is proposed by investing in additional resource to this area, that income can be multiplied.	274	0	0	274	No impact	No
23	Customer Contact  <b>Integration of Customer and Benefits and Local Taxation Services</b> to provide both a phase one approach to implementation of the revised customer contact operating model and a tactical solution that focuses on handling customer enquires at the first point of contact.	521	270	0	791	Positive impact on performance, customer satisfaction and activity based cost	Yes
	<b>CR Grand Total</b>	<b>1,714</b>	<b>511</b>	<b>1,357</b>	<b>3,582</b>		
	<b>CROSS COUNCIL</b>						
24	Council wide  <b>Reduction in the use of Mobile Phones</b> • To achieve a reduction in total mobile call charges (percentage to be defined by further investigation) • To establish clear eligibility criteria for mobile phone allocation and polices for mobile phone usage. • To enable central enforcement of mobile phone usage	150	0	0	150	No impact on service performance anticipated - mobile phones will still be allocated to staff where clear eligibility criteria exist to meet service needs.	No

## Haringey Efficiency and Savings Programme - Proposals presented to Cabinet in December 2010

## Appendix 6.1

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
25	ICT Efficiencies  ICT Efficiencies The purpose of this initiative is to generate additional savings in ICT from contract negotiations over and above the pre-agreed savings already targeted in this area.			150	150	As well as continuing the current work to negotiate reductions in existing IT contract costs, this initiative also involves working with Business Units to determine whether functionality currently provided in their Business IT systems can be removed, thereby reducing further contractual costs.	No
26	Cross Cutting  Procurement and Account Payable Process -To centralise the goods and supplies procurement process (including invoice processing) with the aim of achieving efficiency and cashable savings.	312	104		416	There will be no adverse impact on performance. The main risk centres around resourcing high workloads in Q4 of each financial year.	No
27	Cross Cutting  Financial management Consolidation and process efficiencies To review and re-engineer the financial management service provided by the Council's finance function and put in place a new centralised finance structure that will deliver the agreed service and savings..	1,769	603	0	2,372	The savings that are planned from this review will be achieved by reducing the number of staff employed by the Council undertaking financial management and related activities. To ensure that the Council's financial management regime is not unduly compromised, budget holders will be expected to take more responsibility for this activity, interacting directly with the Council's general ledger (SAP).	EIA screening tool
28	Customer Contact  Programme to shift customers to online transactions -. The programme will establish the costs, benefits and risks involved in establishing a revised operating model for customer contact that is streamlined and targeted to produce efficiencies	500	500	0	1,000	An analysis has been carried out of staffing resources deployed on customer contact across the Council, together with an analysis of contact volumes through different channels. This work has identified a number of areas with high staff numbers and high contacts in both "back" and "front" offices, particularly in BLT and Parking. Options are being developed to take forward the redesign and streamlining of these services to implement a significant increase in self service via the web and a reduction in other more expensive channels such as face to face and telephone contact .	Yes
29	Paybill efficiencies  Review contractual terms and Conditions of employment		2,500		2,500	Any review of employment terms will seek to reach consensual change via a collective agreement.	Yes
30	Human Resources  Improve health & safety co-ordination	133	100	0	233	Merge corporate and schools H&S teams	No
31	Smart Working Phase 2/Flexible working  Reduction in retained office accommodation - This Efficiency Programme initiative aims to further reduce the retained office space by reducing demand and increasing the density of use of the office space through more intensive use of workstations and the reduction of office based working.	0	150	250	400	Delivery of existing target on accommodation strategy and SMART working through rationalising the office space, reduction in buildings and changes in working practices	No
32	Spans of control and delaying  Review seeks to identify a reduction in management posts across the organisation by providing benchmark spans of control ratios.	400	1,000	1,100	2,500	The review will ensure that management roles are clearly defined thus minimising risks associated with reductions in numbers.	Yes
33	Cross Council Subjective Expenditure Reviews  A series of subjective expenditure reviews will be carried out to look at the overall activity undertaken by the council and identify the scope for delivering efficiencies by reducing expenditure, improving processes, achieving economies by bringing similar activities together across different directorates, eliminating duplication.	490	300	200	990	Reviews will be carried out under the VFM framework developed to examine cross council expenditure. The work will entail analysing financial information located in SAP, the protocol and processes in place and the current existing contracts. Initial reviews will be carried out in Learning and Training, Travel expenses and car allowances, subscriptions to other organisations, catering and project management fees. It is proposed that an ongoing programme of reviews is developed that will feed into future budget setting processes.	No
<b>Grand Total CROSS COUNCIL</b>		<b>3,754</b>	<b>5,257</b>	<b>1,700</b>	<b>10,711</b>		
<b>Adult, Culture and Community Services</b>							
34	Recreation Services  Implement in year price increase. This project seeks to increase the charges for recreation services by 5.5% in year to provide for additional income from 1st January 2011.	100	0	0	100	Potential reduction in throughput and related income. To be mitigated by varying increase across different activities/facilities and taking account of other LA/provider comparison	Yes



Haringey Efficiency and Savings Programme - Proposals presented to Cabinet in December 2010

Appendix 6.1

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
35	Recreation Services <b>Reduce Parks Support</b> - To reduce the use of consultants in Parks Service and review /reduce the operational support structure from 2011/12.	18	0	0	18	Reduced improvement capacity	No
36	Recreation Services <b>Allotment fee increases - full cost recovery.</b> The average size of a plot is 5 poles (125square meters). The proposed increase will represent an additional cost to a plot holder (who do not receive a discount) of about £9,00 per annum, and £22.75 for non residents.	22			22	User take up/use of facility	
37	Culture and Libraries <b>ICT efficiencies and library staffing</b> - We have renegotiated the costs of our library management system and will also be making staffing efficiencies in libraries, at Bruce Castle museum and in the archives service.	384	0	0	384	The impact on library service users will be negligible. With particular reference to the staffing reductions at Bruce Castle and Archives these payroll efficiencies may result in some reductions in opening hours at the museum and in the archives search room but we will keep any reduction to a minimum.	No
38	Recreation Services <b>Reduce Recreation Development Team:</b> This proposal is to reduce the Recreation Services development team by 2 ftes with effect from 1 April 2011 in order to produce an efficiency saving	71	0	0	71	Unit's ability to attract/secure external funding and progress both open space and leisure development projects	No
39	Recreation Services <b>Tottenham Green Leisure Centre</b> - Reduction of Reception Cover as a result of introducing ticketing software. Following an embedding period it is anticipated that customers will make a shift in the way they access the leisure centre by using online bookings and self service kiosks. From April 2011 it will therefore be possible to reduce the cover in reception by the equivalent of 1 FTE post. This will be achieved through a reduction in cover hours no longer required.	27	0	0	27	User take up/use of facility	Yes
40	Recreation Services <b>Review of Parks Management:</b> This project seeks to identify the future service options for the delivery of a Parks Management Service. The project will include Grounds Maintenance management of Parks. Consideration of the future Green Flag programme will be needed. Will need to take account of services/SLAs/trading with HH and Urban Environment.	90	0	0	90	Reduced operational management capacity/cover. Will require formal process with employees and trade union representatives	EIA screening tool
41	Recreation Services <b>Energy Consumption reduction</b>	49	50		99	Sports and Leisure are working with Corporate Procurement (Energy Management) to contribute to the Council's carbon management plan reduction targets. A number of schemes have been implemented and are leading to reduced utilities consumptions and costs.	No
42	Adults & Commissioning <b>Cease ACCS trainee Social Worker scheme.</b> We ceased having any more social worker trainees over one year ago. The implementation of personalisation needs a different type of worker and not necessarily a qualified social worker. Most Boroughs stopped funding social work trainee schemes many years ago. Adult Services need s in terms of the social care assessment are different to the statutory role of the Children's social worker; we have much less statutory work. We have no recruitment issues.	37	0	0	37	Low impact	No
43	Adults & Commissioning <b>Close Woodside Day Centre</b> - Woodside offers a specialist day centre service for approximately 45 vulnerable older people with mental health problems. Monday to Friday. All service users access the service via centre based disabled access transport. It is situated beside a children's nursery with which it has some links. It is a good service. The Woodside centre is a traditional wood framed building with relatively high maintenance costs. It has the smallest external space of all the day centres and lowest levels of independent customer satisfaction. In January 2009 the Care Quality Commission (CQC) inspection said that whilst our services for older, vulnerable people were good, they commented that they were rather traditional outlook	149			149	Medium impact as this is a specialist service with little similar provision currently within the Borough. Re provision will be by review/reassessment with possible re provision in other Older People's or Mental Health in-house or external day care services, or by Personal Budgets where appropriate.	Yes

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
44 Adults & Commissioning	<b>Cease Funding for Elderly and Disability Project</b> -The Cypriot Centre offers culturally specific day care for Greek and Turkish Cypriot older people and people with physical disabilities. The Council currently has placed 34 service users on a spot purchase basis. The service also provides care and support for people from outside the Borough, in particular Enfield. This is a voluntary organisation with it's own management committee. The Council seconds 2 members of staff to manage the service in partnership with the Cypriot Centre. The proposal is to withdraw the 2 secondees and funding for the same. The project could continue without our input but the management committee would need to consider how they wanted to replace the management function.	94			94	Low impact for service users as the service should be unaffected by this proposal	EIA screening tool
45 Adults & Commissioning	<b>Close or reconfigure all drop in centres for older people</b> - There are 4 Council funded drop in centres for Older People: Alysinnia Court, Willoughby Road, The Irish Centre and Woodside House (separate building from Woodside Day Centre). The drop in centres are used solely by people who do not meet threshold into care services criteria. Substantial and critical, and are seen as a preventative service. Their main function is to provide social contact and activities for the users. They are "walk in", non-assessed services which are not charged for. Service users purchase lunch (subsidised) if they wish through the Meals on Wheels contract. These centres also provide some 800 basic foot care sessions per year at no cost to service users. Some of the users with mobility problems are assisted to attend by use of day centre transport, utilising spare capacity within our centre based transport service.	181			181	Medium-high impact as this proposal will eliminate the last of the preventative in-house provider services for older people. Low service user impact beyond withdrawal of the foot care service.	Yes
46 Adults & Commissioning	<b>Cease Salary Contribution to Jackson's Lane Luncheon Club</b> A well established (early 1980's) luncheon club/arts club for older people which is based in Jackson's Lane Art Centre. This is not a Council service. The Council contributes £10.3k towards the cost of a part time worker who is employed by Jackson's Lane. It is a non-assessed "walk in" service. Service users pay for their meals through the Arts Centre restaurant. A proportion of service users live out of borough as this Centre is on the Borough boundary.	10			10	Medium impact. The future of the service will depend on decisions made by the Jackson's Lane Board and in the wider context of Arts Council funding changes. These older people are not assessed as requiring an adult social care service.	Yes
47 Adults & Commissioning	<b>Close an Older People's Residential Care Home</b> . There are 3 in house residential homes for Older People in the Borough. This proposal is to close The Red House Residential Home (West Green Road). The Red House is a 34 bed home which provides a service to physically frail older people (17 beds) and also older people with dementia (17 beds). It is rated as Good by CQC (Care Quality Commission). However, this home is being proposed for closure as it has a higher unit cost than its direct comparator Cranwood. In addition, though refurbished, the building is relatively less suitable for purpose and has the least good external grounds.	(78)		792	714	High impact. The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change. All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care/provision for the remaining individuals going forward, for example this must be alternative residential care, nursing home care, NHS Continuing Care and Extra Care	Yes
48 Adults & Commissioning	<b>Close In House Home care service /Create Reablement Service</b> . The proposal is to close the in-house home care service which is a small, good quality, but relatively expensive service offering personal care to vulnerable adults: mainly vulnerable older people post hospital discharge (75% of referral rate). It is quality rated as Good by CQC. Two thirds of our personal home care service is commissioned from the independent sector and has been for many years. All of our externally purchased home care provision is also quality rated by CQC as Good. However, it is a very expensive service in comparison to all of our externally commissioned home care due to Local Authority pay and conditions. At approximately £36.00 per hour it is more than double the amount that our externally commissioned home care costs. As this is such a small, good quality but expensive service our view is to close and change this service to focus on reablement, which needs to be provided by an in house team.	(100)	1,162		1,062	Medium impact to service users. 75% of current in house home care service users only stay in the service for 6 weeks and are then passed to an external provider for long term care. The remaining 25% will be reviewed and passed to an external service of equivalent quality, following appropriate transition arrangements.	Yes

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
49 Adults & Commissioning	<b>Introduction of reablement Service for all new referrals</b> All new referrals to Adult Social Care to receive a period of reablement prior to completing the Self Directed Care pathway. It has been demonstrated that having a period of reablement, prior to agreeing a longer term package/personal budget, results in a lower cash value service being provided than might otherwise have been agreed.	224	647		871	High impact. The value of the efficiency is directly linked to the numbers of people passing through the care system. Moderate risk. The model is based on national figures and, while likely to generate the levels of savings indicated, the model is national based model and may not equally apply to the Haringey demographic profile.	Yes
50 Adults & Commissioning	<b>Reduce Older People's Placement budget following Introduction of Extra Care</b> Extra Care is a direct alternative to residential care in the main for vulnerable older people but for very vulnerable older adults (say 55+) with a mental health, dementia or learning/physical disability or substance use problem. Extra Care schemes means that whilst people can have their own 'front-door' which affords them a greater level of dignity and respect. There is 24 hour care available and with a personal budget this means that an older vulnerable person can have intensive care, but not have to move in to an institutionalised residential care environment. People's care will be funded through a combination of adult commissioning budget, housing benefit and central government benefits: Attendance Allowance and such like. Overall, this is a positive move: good quality, Value for Money (VfM) care enhancing life opportunities and outcomes such as improved health and well-being, greater choice and control and greater dignity and respect. There are two schemes that will go live in the next two years: <ul style="list-style-type: none"> <li>• The Trees – operated by Hill Homes – 40 units in total due to open February 2011. This set</li> <li>• Roden Court – operated by One Housing – 40 units in total, due to open May 2012; and</li> <li>• The possibility of the conversion of Protheroe House to an Extra Care Scheme in the future</li> </ul>	304	304	0	608	Low	Yes
51 Adults & Commissioning	<b>Close Whitehall Residential Home for people with learning difficulties</b> - Whitehall Street residential and respite home is a fifteen bed unit which offers 11 residential beds and 4 respite beds for people with learning disabilities. The proposal is to re-provide this service to enable people through personal and individual budgets to access more ordinary living options. The move from institutionalised care to supported living arrangements offers residents; improved choice, flexibility, freedom and control, whilst offering greater value for money with the added benefit of access to housing benefits. At present the cost of an individual bed at this unit is 1,500/week. Through supporting living arrangements it is estimated to be an average cost of £850/week to adult social care.	(36)	273		237	Low to Medium.	Yes
52 Adults & Commissioning	<b>Close mental health day care centre</b> The proposals to close one of our adult mental health day centres and use personal and individual budgets to offer the opportunities currently provided there such as: art, music classes etc. via and adult education or training alternative employment environment. This service is for younger adult people with mental health issues, so it is even more important to offer care and support when people need it in the most appropriate and 'normalised' environment.		81		81	Medium impact. 684 Centre acts as a stabilising influence in the lives of many of its service users. Some service users may receive an alternative service at the Clarendon Centre. However, this service was approximately 25% externally funded (Health grant and the former ABG) and could not continue if these funding streams were withdrawn.	Yes

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
53	Adults & Commissioning <b>Remaining OP Residential Home</b> - Closure of the remaining 2 Older People's residential homes. Cranwood is a 33 bed home and Broadwater Lodge is a 45 bed home. The principles for closure are the same as the proposal to close The Red House in Phase 1 of the efficiency programme.		(100)	1,200	1,100	High impact. The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change. All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care re-provision for the remaining individuals going forward. A new 70 bed residential care unit is due to open in the near future in Tottenham. In addition, increasing numbers of extra care housing properties will be coming on stream over the next 3 years. It is anticipated that it is possible to compensate for the loss of 112 Council beds within the independent sector.	Yes
54	Adults & Commissioning <b>Mental Health Unit Closure Alexandra Road</b> - This is a 24/7, 365 days/year service to provide care and support to people with mental health problems who are in crisis and people usually stay there for a maximum of one week. It is an alternative to hospital care and provides a crisis service to 8 people when at full capacity.		128	10	138	Medium impact. Alexandra Road acts as a stabilising influence in the lives of many of its service users who are in crisis. Closing this service will result in a probable increase in hospital admissions. This service is jointly funded by NHS Haringey who are withdrawing funding. Council will not be able to afford to continue this service.	Yes
55	Adults & Commissioning <b>Remaining OP day centre closures</b> -The two Older People's day centres affected are The Haven and Grange. The Haven provides a good quality specialist support to 50 older people with physical disability/sensory impairment. The closure of this service will be replaced by implementation of personal budgets as appropriate and/or an increase in community care packages including home care and meals on wheels. The Haynes and Grange day centres would be combined on the Haynes site, thus providing staffing efficiencies but with no reduction in service. The Grange provides a service for 40 people with dementia in the east of the borough and the Haynes centre provides a similar service to people in the west of the borough. The Haynes Centre is a brand new state of the art centre, attached to the Hornsey Health Centre. It currently operates at 62% capacity.	(20)	254		234	High impact. To close both the Haven and Woodside day centres will result in a complete loss of non-dementia day services for older people.	Yes
56	Adults & Commissioning <b>Further staffing Efficiencies</b> -This saving comprises a number of staffing restructures including deletion of the Independent Chair of Safeguarding and a number of operational posts within front line services and assessment and care management.	182	182		364	Medium impact. Reductions in frontline staffing resources will have a direct impact on performance indicators to include waiting times for an assessment and the provision of services.	Yes
57	Adults & Commissioning <b>Equipment and OT reductions</b> - A 10% reduction in Occupational Therapists and associated equipment expenditure.		154		154	Medium impact. Reduction in front line assessment capacity has a direct impact on performance in terms of waiting times for an assessment and service delivery. Reduction in the numbers of people benefiting from community equipment in line with the staffing reductions.	Yes
58	Adults & Commissioning <b>Increase Adult Services Fees and Charges</b> - to increase charges for internal residential care, adjust the Fairer Contribution Policy Disability Related Expenditure (DRE) Disregard, amend the treatment of Adult Care Placements and to remove the weekly maximum Fairer Charging cap	280			280	No impact on service performance anticipated. However, the volume of full charge payers may reduce causing a reduction in charges raised and therefore income collected.	Yes
<b>ACCS Grand Total</b>		<b>1,917</b>	<b>3,206</b>	<b>2,002</b>	<b>7,125</b>		
<b>Children and Young People's Service</b>							

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
59	School standards & improvement  <b>School Standards &amp; Inclusion Service</b> - The SSI has been a key part of the improvement to schools (and other settings) securing year on year improvement in the attainment of pupils. The White Paper 'The Importance of Teaching' makes clear that it is schools themselves who will be solely responsible for this in the future. The only role for the local authority will be to 'police' the progress of schools and trigger intervention where schools fail to make progress. Much of staffing in SSI has been paid for by grants which cease or move to individual school budgets in 2011) or traded income with schools. Discussions with schools has not suggested wholesale buy-back of a central service and reduction is therefore appropriate. The proposal is for a small Core Group of staff to provide the monitoring required by the legislation.	299	0	0	0	The government has made it clear that schools will take responsibility for school improvement. The residual local authority role will be to 'police' the progress of schools and to trigger intervention where schools fail to make progress.	Yes
60	Children and Families  <b>Transport</b> - This service provides transport to predominately SEN pupils, which is a statutory service. Over £2.1m savings have been secured in the last 3 years. This further saving will come from the re-negotiation of certain terms and conditions that were agreed as part of the single status arrangements, procurement efficiencies and changing collection points and some vehicles. Further, the issues around transport will be picked up as part of the Fleet and Operational Transport Review to be undertaken with Urban Environment in 2001/2012	50	50	0	0	The contracts are currently being re-commissioned for 2011/12. In addition, some specification changes and cost-saving measures are being consulted on and implemented for April 2011, most notably: - Changes to the collection points for SEN pupils; - Introduction of larger coaches on some routes; - Review of escort : pupil ratios 100- Changes to terms and conditions of escort workers. Careful differentiation of pupils able to make more independent journeys to school by accessing collection points will take place, supporting their development of independence skills as they grow toward school leaving age. Vulnerable children will not be asked to make any journey that compromises their safety.	Yes
61	Business Support & Development  <b>Catering</b> - The catering service can be run in a more cost effective way through the re-negotiation of certain terms and conditions that were agreed as part of the single status arrangements	50	100		150	As a traded service, Catering is always at risk of schools choosing alternative providers. It is also particularly vulnerable to commodity prices. This activity will not reduce the quality of service delivery to schools and pupils.	Yes
62	Children and Families  <b>Children and Families Administration Review</b> - A review of administrative support functions in line with other similar activities across the Council. This will be sensitive to the need to continue support to social workers to avoid reducing time spent in casework with children and their families.	100	200	270	570	This leads to an overall reduction of 8 financial administration posts and 10.5 administrative posts. These are not posts in direct support of social workers doing casework with children and families and will be taken over a 3 year period. Achieving these savings will require changes in the way in which administrative services are configured and the level of expectation on administrative support	Yes
63	Children's Network Management  <b>Children's Network Management</b> - The changes in services being provided through the Children's network business Unit allows the release of a senior manager	82	11	0	93	Redevelopment of management arrangements within the Networks and the prevention 7 Early Intervention Business Unit mean that we can more efficiently allocate management responsibilities and free up an existing post. There is no significant impact and no risk associated with this move	Yes
64	Children's Networks  <b>Participation</b> - This service provides for effective involvement of children & young people in development, delivery and evaluation of the services that affect their lives. In the future, this will be led by a reduced team to deliver key participation work, coordinating better the work of many services across the council and its partners. Key, core components such as the Youth Council and Children in Care Council will continue together with other work commissioned in response to specific events/needs. Better joining up with partners will provide a wide range of opportunities.	172	25	0	197	This delivery model requires that all services working with children & young people take responsibility for facilitating participation and recognise it as part of their core business. In addition, the new arrangements will better coordinate the widest range of participation activities across the partnership, including those run by the NHS, Police and VCS.	Yes

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
65	Children's Networks  <b>Connexions</b> - The proposal is for a 75% reduction in provision, protecting services for the most vulnerable young people. A re-focusing of work through schools will ensure the most vulnerable identified at the earliest opportunity.	1,436	206	0	1,642	The government has announced potential changes in the requirement to provide Information, Advice & Guidance (IAG) as a universal service in the near future. Given the reduction already made to the former ABG, and the likelihood of further reductions as the ABG becomes incorporated with the Formula Grant and not ring-fenced, reduction in the Connexions service is unavoidable.  A reduced Connexions service may result in an increasing number of young people not in Education, Employment or Training after the age of 16+.	Yes
66	Business Support & Development  <b>Administration and Business Support</b> - Reductions here take account of the winding up of the Business Support & Development (BSD) Business Unit, leaving residual support for the Director and 2 Deputies who will remain at Station Road.	129	18		147	Cuts in Business Support and Development taking account of the winding up of the business unit and of other management changes across the directorate – reducing PA posts from six to three.	Yes
67	Business Support & Development  <b>Winding up of Business Support &amp; Development business unit</b> - Winding up the Business Support & Development Business Unit releases the Deputy post and three other management and support posts for deletion.	209	111		320	The BSD business unit is being decommissioned. Residual functions in the directorate will be combined with central support services or relocated elsewhere	Yes
68	Business Support & Development  <b>Property/Capital Programme</b> - This relates to a down-sizing of the Team to reflect lower capital funding. The current proposal is for reduction of 1 member of staff and will be reviewed when the capital settlement from the Department for Education is announced.	39	6		45	The current proposal is a one post reduction. Most staff engaged on capital schemes are funded from those schemes and the size of the team varies according to the size of the capital programme. Further efficiencies may in future result from sharing capital delivery resources across the council and with other authorities	Yes
69	Business Support & Development  <b>HR &amp; Schools Personnel</b> - This is a traded service with schools and has been subsidised until now. This will secure full cost recovery of the service from schools.	129			129	As a traded service, schools can choose to use other providers. Should the customer base change, the service will re-engineered to fit the future income.	Yes
70	Business Support & Development  <b>Other minor BSD savings proposals</b> - There are a number of other small reductions within the BSD area including some non-staffing budgets and the deletion of a childcare sufficiency post.	53	4		57	This item is achievable because the childcare sufficiency assessment will not need fully updating for three years.	Yes
71	Business Support & Development  <b>ICT Support Programme</b> - This service provides administrative and network support to Primary Schools as a Traded Service. The proposal is to cease this service to schools and eliminate the current subsidy. Schools will be supported to secure support from other commercial providers.	44	0		44	Schools will need to procure support from other providers. Some residual functions will be carried out by corporate ICT and other staff in the directorate.	Yes
72	Behaviour and Inclusion  <b>Teenage Pregnancy and Parenthood</b> - This is a strategic priority for the council and its partners, particularly the NHS. It is also a priority for the new government which has identified Under-18 conception rates as one of the eight impact indicators in the DfE Business Plan. A smarter focus will provide focus on teenage contraception as part of our Public Health functions whilst maintaining support for teenage parents.	119	17		136	This proposal will allow for a sharper focus on work with teenage parents and the children of teenage parents as part of our Public Health responsibilities.	Yes
73	Behaviour and Inclusion  <b>Early Years (Travellers Education Team)</b> - This service has provided advice, guidance, training and support to children's centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Traveller and Gypsy/Roma children so that they can now continue with their own resources.	186	27		213	It is proposed that this team will cease to exist from April 2011. The intention is that schools are now in a position to maintain support to Traveller and Gypsy/Roma students without additional support.  The aspect of the work undertaken with Traveller, Gypsy and Roma students with the strongest safeguarding implications is ensuring school attendance. This will continue to be the responsibility of the designated Education Welfare Officer, and also of the Education Welfare Service more broadly.	Yes

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
74	Behaviour and Inclusion former ABG. It provides support to schools and other settings to help manage children with challenging behaviour. Improved facilities in school means that this external support is less needed than before.	158	23		181	The proposal is to reorganise these into a single cross phase support team, consisting of staff with multi-disciplinary experience that will work closely with our Pupil Support Centres and other services to maximise support to vulnerable children and young people. We will also maximise the new facilities in secondary schools to reduce exclusion and improve behaviour management. • If there is an increase in referrals from schools, the service will need to prioritise in a different way. • Children that meet the threshold for support may have to wait longer for a service. • Failure to embed this work in schools could see a rise and the demand for PRU provision, which remains a statutory obligation on the Council.	Yes
<b>CYPs Grand Total</b>		<b>3,255</b>	<b>798</b>	<b>270</b>	<b>4,323</b>		
<b>Urban Environment</b>							
75	Review of Trading Standards - reduction in administration and management together with cessation of food sampling.	100			100	Efficiency saving with no anticipated impact on service	Yes
76	Reduction in noise complaint service provision - cessation of out of hours response service and withdrawal of police support at weekends.	80			80	Reduction in service provision with potential for increased number of complaints.	Yes
77	Noise complaints - reduction in extra patrols/extended response times	50			50	Further increase in service user dissatisfaction.	Yes
78	Noise complaints - out of hours surveillance only	50			50	Response will be limited to monitoring and witnessing rather than intervention.	Yes
79	Air quality monitoring - reduction in sampling to match grant funding.	20			20	Reduction in service if grant funding is reduced or withdrawn.	Yes
80	Trading standards inspection programme - reduce under age sales surveillance and investigation of counterfeiting.	50			50	Potential increase in under age sales and counterfeiting.	Yes
81	Street enforcement - planned operations limited to normal working hours.	50			50	Potential increased non compliance out of hours.	Yes
82	Increase FPNs smoking enforcement - to include smoking in commercial vehicles	10			10	This is contrary to Government guidance although permissible in law but may result in a backlash from commercial vehicle operatives.	Yes
83	Street enforcement - ward sharing	85			85	Less on street enforcement	Yes
84	Remove support for Greenest Borough Strategy board & programme	35			35	Efficiency saving with no anticipated impact on service	Yes
85	Strategic Housing Service Cross Service Restructure - Achieving reductions in the cost of management of Temporary accommodation and other staffing	433	217	216	866	At this stage the final shape of the restructure is not known but the front line impact will be minimised by focusing on management and back office functions as far as possible. This will mean a reduced ability to take on additional projects and service improvement initiatives.	Yes
<b>UE Grand Total</b>		<b>963</b>	<b>217</b>	<b>216</b>	<b>1,396</b>		
<b>Total Savings Proposals presented to Cabinet in December 2010</b>		<b>12,564</b>	<b>10,114</b>	<b>5,675</b>	<b>28,353</b>		



Haringey Efficiency and Savings Programme - New Proposals to Cabinet 8th February 2011

Appendix 6.2

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
<b>People and Organisational Development Service/ Policy, Performance, Partnerships and Communication/ Chief Executive</b>							
1	Policy and Performance Review central feedback function - further proposals to amend current corporate complaints procedure and centralise the handling of Members enquiries etc. linked to an upgrade of the 'Respond' database	68			68	A review of the process for managing feedback will allow the reduction to be managed.	Yes
2	LDMS Restructure of the whole business unit. Staff consultation underway and delegated form due to be signed on 7 Feb. Should largely be delivered by 1 April. Savings shown net of pre agreed saving of £57k	466			466	Reduction in support to Members	Yes
3	HR Review of HR services - to determine a revised service offer that will deliver the support and service that the organisation needs to manage its people resource within the constraints of a reduced and limited cash budget. This sum is over and above the sums reported to Cabinet Dec 21 but less the pre-agreed saving of £63k. This saving includes previously reported Health and Safety proposals.	202	302		504	HR service is critical to ensuring that the Council manages people change. The future service will be focussed on enabling this change. HR provides support on employment matters	Yes
4	OD&L Review of OD&L - The review of Organisational Development activity will aim to improve the OD Service Offer to the council in the context of the need for savings and efficiencies. This sum is over and above the sums reported to Cabinet Dec 21 but less pre-agreed saving of £23k	460			460	OD will focus on providing support to the changes within the Council	Yes
5	OD&L Saving on spend for Adult & Children Social worker training (formally ABG funded)	282			282	Reduction in training	Yes
6	Policy and Performance Saving on activity within the HSP/LAA & Equalities teams (formally ABG funded)	159			159	Reduction in support to partnerships	Yes
7	Policy and Performance Savings on miscellaneous supplies & services.	107			107	None expected	Yes
8	Communications Marcoms - further savings from centralised procurement budget once the marketing plan has been developed	64			64	None expected	No
9	Communications - Council Wide Following the outsourcing of Translation & Interpretation the proposal is to reduce the Council's overall translation budget by 60%	120			120	Cross council focus on which services require translation & interpretation	No
10	Communications Further staff reductions in Marcoms area over and above the SFR savings: 1 x Business Support Officer Post; 1 x designer	80			80	Impact will be managed within service	Yes
11	Member Allowances Following the Governance review it is proposed to merge some Committees. This will achieve savings in Members Special Responsibility Allowances (SRAs).	125			125	Proposals to be subject of an implementation working group	Screening
12	Electoral Registration Shared management of this service with Waltham Forest will deliver a saving against a senior management post	35			35	Minimal impact	No
	<b>POD/PPPC/CE Grand Total</b>	<b>2,168</b>	<b>302</b>	<b>0</b>	<b>2,470</b>		
<b>Corporate Resources</b>							
13	Director of Corporate Resources Delete the vacant Executive Assistant Post	52			52	Minimal impact - post has been vacant all year	No
14	CR Cross Cutting Reduction in supplies and services across Corporate Resources	230			230	None expected	No
15	Corporate Finance Reduce Insurance team by 1 post	25			25	None - service review being undertaken to ensure revised processes have no/minimal impact on services to the public and service departments	EgIA completed for A&RM restructure. Will be updated to take account of reduction
16	Corporate Finance Reduction in internal audit contract days	10			10	None - ongoing review of key risks and discussions with external auditors to ensure statutory requirements of s151 can be maintained.	No
17	Corporate Property Bring forward Reduction is Office Accommodation - letting out of empty space to commence immediately to realise savings earlier than previously anticipated.	200	100	(300)	0	Reduced flexibility due to removal of decant space. This is bringing forward savings planned in 2013/14 to reduce office accommodation.	No
18	Corporate Property Bring forward part of Reduction in Building Maintenance	150	(125)	(25)	0	Increased risk of building closures. This is bringing forward part of the savings planned in 2012/13 and 2013/14.	Screening
19	Corporate Property Outsource the building cleaning service together with a reduction in the service levels	150	150		300	Reduced level of cleaning will impact on building users resulting in some initial complaints.	Yes



Haringey Efficiency and Savings Programme - New proposals to Cabinet 8th February 2011							Appendix 6.2	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required	
20	Corporate Property	Rationalise management structure through a review of the teams and functions and cease the provision of some in-house services	320			320	Reduction in management capacity of 40% will impact overall performance and reduce ability to support staff development, corporate initiatives and planning. Cessation of capital project management will impact ability to respond to directorates in respect of building improvements and new projects. Reduction in professional surveyor capacity results in the loss of qualification based career development opportunities.	EIA being carried out as part of the establishment review and consultation.
21	Legal	New Public Sector Mapping Agreement for England and Wales	20			20	From 1st April 2011 there will be a new collective digital mapping agreement called the Public Sector Mapping Agreement (PSMA). It will include local and central government as well as NHS organisations across England and Wales, who will all be able to access mapping data covering Great Britain and to share information based on OS mapping.	No
22	Legal	Reduce senior management posts by 25%	97			97	Reduction in senior management	Yes
23	Legal	Delete 12 lawyers and legal assistant posts	538			538	The deletion of 12 lawyers, including senior lawyers, and legal assistant posts relate to posts that are predominantly either currently vacant, covered by agency staff or are likely to become vacant through Voluntary Redundancy. They consist of legal staff posts in commercial and litigation and corporate divisions and result in extended response times and remove capacity to respond to upturns in demand.	Yes
24	Legal	Delete 4 admin/ business support posts	120			120	This reduction in Administrative staff will be achieved via a review conducted by a newly appointed Practice Manager. Administrative staff are key to enabling maintenance of performance levels in key legal areas and the reductions will have to be carefully planned.	Yes
25	Legal	Delete 2 Local Land Charges posts - sum over and above pre-agreed sum of £50k	10			10	Delete 2 Local Land Charges posts Two vacant posts to be deleted based on current levels of work	Yes
26	B&LT & Customer Services	Closure of Homsey CSC	108	22		130	No visiting option for one side of the borough	Yes
27	B&LT & Customer Services	Closure of North Tottenham CSC	350	71		421	Increased enquiries and waiting times at South Tottenham CSC and Wood Green CSC.	Yes
28	B&LT & Customer Services	Saving resulting from grading review	250			250	No impact	Check existing EIA is sufficient
29	B&LT & Customer Services	Reduction of internal calls to switchboard	18			18	Benefit realisation dependant on comms and change management	No
30	B&LT & Customer Services	Management reshaping, delayering and reduction from the integration of CS/BLT over and above the sum included in Appendix 6 of 21 Dec Cabinet report.	478	(70)		408	The savings have been front loaded to give an implementation date of 1st June 2011. Resources require diverting to ensure a smooth change management approach and channel shift and process redesign needs to be implemented quickly for the savings to be achieved. 408 Performance needs to be monitored closely to ensure that a reduction in staff and implementation resources does not have an immediate negative impact. Integration will require resources for skill and knowledge transfer and process redesign. Assumed reduction in partnership roles with no SLAs, and back office to receive agreed corporate standards.	Yes
31	B&LT & Customer Services	Reduce hours of Call Centre from 8-6 to 9-5	30			30	Calls would be taken by Vargent who currently take our 'out of hours' calls. The service is predominantly a messaging and re-direction service so no processing would be undertaken.	Screening
32	IT	Increased savings from IT Service VFM phase 2 over and above the sum included in Appendix 6 of 21 Dec Cabinet report	580			580	Aligns IT Services with the outcome of the IT Value for Money SFR and the delivery of the IT Strategy 2010-13 agreed at Cabinet; 80 staff are impacted although the number of deleted posts will be lower	Yes

Haringey Efficiency and Savings Programme - New proposals to Cabinet 8th February 2011							Appendix 6.2	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required	
33	Customer Services/IT	Delete vacant senior post	125			125	Post is vacant.	No
34	IT	Fund Infrastructure renewal from borrowing	1,400	(600)	(300)	500	No impact on performance or delivery of the Infrastructure programme	No
	<b>CR Grand Total</b>		<b>5,261</b>	<b>(452)</b>	<b>(625)</b>	<b>4,184</b>		
	<b>CROSS COUNCIL</b>							
35	Customer Contact	Programme to shift customers to online transactions -. The programme will establish the costs, benefits and risks involved in establishing a revised operating model for customer contact that is streamlined and targeted to produce efficiencies	(500)	500		0	The customer contact savings from this proposal are more likely to be achieved in 2012/13 than 2011/12 given the other budget reductions being considered by the Council.	Yes
36	Spans of control and delayering	Savings for spans of control and delayering reflected elsewhere	(400)			(400)	These savings are detailed in the relevant departmental sections.	n/a
	<b>Grand Total CROSS COUNCIL</b>		<b>(900)</b>	<b>500</b>	<b>0</b>	<b>(400)</b>		
	<b>Adult, Culture and Community Services</b>							
37	Recreation Services	Review resourcing of Parkforce activities and related support and partnership funding particularly in relation to British Trust for Conservation Volunteers and Metropolitan Police Managed activity.	100	38	0	138	Will need to renegotiate or not renew contract/grant agreements with 138 MPS and BTCV, and a possible reduction in support for enforcement and green outreach work.	Yes
38	Recreation Services	<b>Broadwater Farm Community Centre Efficiency</b> - The centre currently caters for the Broadwater Farm community, in terms of events, functions and some sporting activity both indoors and outdoors by means of a sports hall and outdoor pitch. The centre is operating at a deficit of £302k as per the 2010/11 budgeted position. There are a number of spaces for offices and meetings although lettings income is minimal. The Centre is now managed through the Sports & Leisure unit of Recreation Services, and an improvement plan has been developed/put in place. Improved efficiency will come from increased income (Health & Fitness and Premier League Sport project) and reduced staffing cost.	75	0	0	75	Achievement of income, but supported by in year capital spend and partnership with Tottenham Hotspur Foundation.	Yes
39	Recreation Services	<b>White Hart Lane Community Sport Centre</b> - The centre currently attracts over 200,000 visits, participating in sports activities. However, the centre is operating at a deficit of £478k as per the budgeted position and requires further capital investment to maintain the status quo. Revenue generation has been fairly flat for the last 10 years, especially since the development of Lea Valley Sports Centre which has taken many athletic events and activities. The focus has been to broaden the scope of WHLCS which has sustained revenue but has not significantly reduced the deficit position.	0	100	378	478	Level of cooperation amongst key stakeholders. Objections to the disposal of Coles Park. Requires significant level of capital investment for which no provision exists centrally.	Yes
40	Recreation Services	Officers are currently exploring a regeneration led redevelopment of the site in conjunction with North London Business Partnership, Rugby Football League Association, Harlequins RFC, Skolars RFC and Haringey Borough Football Club. This could save at least £478k over 2-3 years and is reflected in the summary profile. This proposal would be based upon the relocation of Haringey Borough FC to WHLCS and the disposal of Coles Park.						
40	Recreation Services	<b>Leisure Service Option Review</b> - To identify future service options for the delivery of services with a significantly reduced subsidy from the Council. One off upfront costs of delivery are estimated at £100k.	(100)	600	0	500	Would involve a move to contracted management of leisure centres and a loss of direct control, together with the TUPE of existing 94 FTE staff. However the current range of facilities and services at the sites would be maintained.	Yes
41	Voluntary Sector	<b>Recommissioning and efficiency from grant funding to voluntary/third sector and London Boroughs Grants Committee</b>	396	370	0	766	London Councils are returning the funding with the expectation that the funding is invested in voluntary sector, demonstrating priorities through an open/transparent process. The Council may be open to legal challenge from community and voluntary sector if the funding is not made available for the commissioning of services.	Yes

Haringey Efficiency and Savings Programme - New Proposals to Cabinet 8th February 2011							Appendix 6.2	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required	
42	Recreation Services  Franchise Leisure catering at Park Road Leisure Centre and Tottenham Green Leisure Centre - Park Road Leisure Centre has had a redundant area that has been redeveloped into a cafeteria and now has an operator in situ for a rent free period (20 months) in order to recoup the initial capital investment. Tottenham Green Leisure Centre already has a functional cafeteria which is operating at a deficit (managed in house). The approach is to have both cafeterias leased to ensure a consistent level of rental income, and delete existing net deficit operation at Tottenham Green.	9	27	0	36	None	Screening	
43	Recreation Services  Commercial Leasing of Parks Based Facilities - Develop commercial leisure provision in parks in partnership with private sector/third sector operators. Would provide new local facilities: external investment, increased use and an income stream. Consultation already completed on one scheme where opposition issues could be substantially mitigated. Supplies and services budget reduction - a temporary 10% reduction was made during 2011/12. This saving assumes the reduction to be permanent.	25	50	25	100	Could improve range of recreation facilities and activities available in the borough but will attract some opposition to "Commercialisation"	Screening	
44	Cross Directorate  Senior Management - Deletion of 1 Post	300			300	None	No	
45	Safeguarding & Strategic Services  Senior Management - Deletion of 1 Post	115			115	Low impact	No	
46	Safeguarding & Strategic Services  Framework-1 Systems Development Team - Deletion of 2 posts	90			90	Medium impact. The team of 9 supports 900 end users, on the second largest system used by the council.	Yes	
47	Safeguarding & Strategic Services  Financial Assessment Team - Deletion of 2 posts	65			65	Significant potential impact on the support available to frontline staff in Adult Services, both in terms of assessing for charging purposes and in delivering the requirements of the personalisation agenda. The work done delivers approximately £1m p.a. to the council. There is a risk that this will be less achievable with reduced numbers of staff.	Yes	
48	Safeguarding & Strategic Services  Safeguarding Service - Deletion of 1 post	62			62	Low impact	Yes	
49	Adults & Commissioning  Assessment & Care Management Practice Managers - Deletion of 2 posts	100			100	Some reduction in management capacity to undertake the range of managerial functions, but will be part of wider reorganisation of service	Yes	
50	Adults & Commissioning and Safeguarding & Strategic Services  Admin & Business Support Review - Staffing reductions across the admin and business support functions in both Business Units	210			210	Low impact	Yes	
51	Recreation Services  Wolves Lane Horticultural Nursery Staffing - To reduce the current number of Parks Operative posts on site	48			48	Reduced horticultural production support	Yes	
52	Recreation Services  Reduction in Parks Supervisory and Support Staff - To reduce both Support and Team leader/charge hand capacity	70			70	Will reduce capacity, but be part of wider reorganisation of service	Yes	
53	Recreation Services  Sports & Leisure Management Reduction - To rationalise and reduce the current management team establishment by 2 posts. This includes the deletion of the Technical Managers post, now that revised and centralised buildings maintenance is fully established	94			94	Reduced service management capacity	Yes	
54	Recreation Services  Close Catering Unit at Tottenham Green Leisure Centre - The centre currently has a small catering team, which has been scaled down in recent years. The catering business has actually operated at a loss of £28k in 2008/9 and £21k in 2009/10, and a deficit of £4.5k is projected for 2011/12. This position is unsustainable.	35			35	It is proposed that the centre moves to a franchised catering arrangement, and thus minimise any risk.	Yes	
55	Culture, Learning & Libraries  Staffing and Book Fund Reductions	200			200	Impact on service delivery due to the reduction in the level of stock held in the libraries as well as further staffing efficiencies	Yes	

## Haringey Efficiency and Savings Programme - New proposals to Cabinet 8th February 2011

Directorate/Service Area		Detailed Efficiency & Saving Proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
56	Cross Directorate	Non Statutory Services - funded from the former ABG	1,381			1,381	These services deliver a range of preventative services, mostly commissioned through the voluntary sector (£272,779). * The savings will deliver efficiencies of £976,458 of WNF funding which will cease from 31/3/11 * It also includes £87,583 of services that have been decommissioned in year 2010/11 * Some of the funding contributes to services to other Directorates in the Council: - Welfare to Work £30k (Urban Environment) - Contribution to CYPs contract (Open Door) £21k - Reaping the Benefits (PPPC), £84k, to finish 31/1/2011	Yes
57	Safeguarding & Strategic Services	Supporting People Programme Reduction	5,000			5,000	The retention of one generic floating support service would ensure that a number of people in their own homes will continue to receive some support to ensure tenancy sustainment. The retained services would then be re-designed with a view to moving those relevant adult social care client groups into the personalisation agenda for future commissioning and focusing the programme on the Hard-To-Reach groups, within significantly closer working arrangements with strategic housing.	Yes
58	Recreation Services	Further Parks staffing efficiencies and Leisure Development.	660			660	This will lead to a 50% reduction in Parks and Open spaces maintenance regimes, a significant deterioration in the quality of open space, and potential claims from external funding bodies, particularly the HLF. The proposal will also lead to a further reduction of 19 posts.	Yes
ACCS Grand Total			8,935	1,185	403	10,523		
Children and Young People's Service								
59	Children's Network	After School Childcare - This service helps provide after school clubs across 14 play centres for children aged 5-14. The proposal is to secure new ways of making this provision through schools other Council providers, partners and a range of alternative providers.	576	0	0	576	As part of the changes to School Funding in 2011-12, resources from the extended services grant are being delegated to schools within their budgets, and we are intending to discuss with them a transitional arrangement for continuing to fund after school childcare provision for the most vulnerable using a small proportion of this resource; this would mitigate the impact that this reduction would otherwise have.	Yes
60	Children's Network	Youth Service - The work undertaken is an important part of preventative and early intervention work to reduce the numbers of young people entering statutory services and prevent poor outcomes, and this will be the key focus of future youth service provision. The proposed saving to the Youth Service budget is 75%, and managers are currently considering a range of options as to how this can be achieved whilst prioritising provision for at risk and vulnerable groups.	1,568	392	0	1,960	This represents a significant reduction in the funding for the Youth Service and will therefore result in a more focused approach being adopted with reductions in the days on which services are available to young people. This means less centre based activity, more detached youth work through teams deployed to particular areas and the use of community based settings. The Council is working with the youth of the Borough to help determine the future shape of the service offer.	Yes
61	Children's Network	Early Years and Childcare - This currently enables us to support and deliver 18 children's centres and our statutory obligations regarding quality and access. The children centre programme and management, administration and commissioning of services will be reduced and services will be targeted to the most vulnerable families. The Family Information Service will also be integrated into the new early years structure.	5,236	1,283		6,519	This will result in a reduction to the number of centres designated as providing the core children's centre offer; those that are resourced to provide the full core offer will be targeted at those areas of most need in line with the original programme intentions.	Yes
62	School Standards and Inclusion	School Standards - review of previous proposals to make more use of grants subsumed into DSG e.g. EMAG. Subject to approval of DSG Budget Strategy.	250			250	The government has made it clear that schools will take responsibility for school improvement. The residual local authority role will be to 'police' the progress of schools and to trigger intervention where schools fail to make progress.	Yes

Haringey Efficiency and Savings Programme - New Proposals to Cabinet 8th February 2011						Appendix 6.2	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
63	Children's Network <b>Integration of Behaviour, Attendance and Welfare service including management efficiencies.</b>	159	11		170	This will result in more efficient ways of dealing with these related behavioural issues by giving managers cross service responsibility; there should not be a particular reduction in services to children, families or schools.	Yes
64	Business Support and Development <b>Additional minor proposals and changes to phasing in the BSD Business Unit</b>	103	(3)		100	Responsibilities have been distributed elsewhere within the service.	Yes
65	Children and Families <b>Children and Families - Proposals to reduce to essential posts required to process payments and invoices through centralisation and to reduce administrative support across Children and Families to those essential posts which help to manage the cost of professional staff were considered at December Cabinet. This additional proposal brings some of these savings forward and extends the scope.</b>	415	95	(270)	240	These savings will further reduce the number of administrative and support posts where such reductions do not affect support to social workers doing casework with children and families.	Yes
	<b>CYPS Grand Total</b>	<b>8,307</b>	<b>1,778</b>	<b>(270)</b>	<b>9,815</b>		
	<b>Urban Environment</b>						
66	Frontline Services <b>Additional savings from new Public Realm contract above the level pre-agreed in the 2010-11 budget.</b>	500			500	There will be no impact on performance. In determining the affordability envelope for the new waste contract it was assumed that ABG funding would no longer be available, and this has proved to be the case. Nevertheless as part of the competitive dialogue process with bidders, negotiations have resulted in performance in key areas being maintained or improved.	Yes
67	Frontline Services <b>Increased Income from Permit and Pay and Display Parking Charges</b>	900	100		1,000	These increases are subject to statutory notification and for permit charges approval will be required under delegation to the Cabinet Member for Neighbourhood and Director of UE (if no major objections are received) and for pay and display approval will be required by Cabinet on 22nd March 2011.	Yes
68	Frontline Services <b>Reduced cost of Street Lighting Contract</b>	40			40	This is already in place and will delivered next year.	No
69	Community Housing Services <b>Licensing of Houses in Multiple Occupation</b>	100			100	Beneficial impact from income generation from existing resources and improved regulation of HMOs.	Screening
70	Planning, Regeneration and Economy <b>Restructure of Planning, Regeneration and Economy</b>	210			210	This proposal would mean LBH Planning and Regeneration service would be one of the smallest in London. All work would need to be focused and prioritised through a more rigorous business plan process. It will not be possible to deal with all desired planning policy, projects, regeneration and DM and BC work requested by members of the public and councillors.	Yes
71	Planning, Regeneration and Economy <b>Increased Section 106 drawdown</b>	70			70	No impact	No
72	Planning, Regeneration and Economy <b>Increased demand and extra charges for pre-application advice</b>	50			50	There will be no impact on performance. Should Govt regulations allowing Planning fee increase be allowed (March 2011), this can be off set. Need to be careful fee increases do not reduce planning application numbers at a time of economic down turn.	No
73	Planning, Regeneration and Economy <b>Reduction in funding for Haringey Guarantee programme by the former ABG</b>	700			700	This removes a significant proportion of HG funding which is used to tackle the furthest from the job market. The annual targets of 1,200 people into work and 60 apprenticeships, and 2,300 people into training will be affected. Families intoWork will also be affected. Targets could under achieve by 50%. The remaining budget will be used to fund transitional arrangements to the development of a social enterprise delivering economic development services including local delivery of programmes tackling worklessness.	Yes

## Haringey Efficiency and Savings Programme - New proposals to Cabinet 8th February 2011

## Appendix 6.2

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
74	Planning, Regeneration and Economy Shared Economic Development service with Waltham Forest	75	25			Haringey and Waltham Forest Councils are working together to explore ways to provide high quality joint services. Shared services between the two boroughs can deliver services at reduced costs in a time of reduced resources. The shared service would involve reducing 100 staffing levels from 12 (6 in each borough) to a total of 8 across both boroughs. The shared service will focus on tackling worklessness, social inclusion and promoting youth employment initiatives, there would be almost no capacity to focus on business enterprise, support, development and engagement activities.	No
75	Safer, Stronger Communities Decommissioning of Neighbourhood Management Service and reduction in Priority Plan budgets	1,400			1,400	The impact on reducing to a minimum the funding of work on Area Priority Plans has been minimal as where councillors or senior officers had made commitments to residents, this work was carried out, with no new commitments being made. The proposal to close the Neighbourhood Management Service includes recommendations to mainstream or transfer key functions to other services within the Council, hence mitigating against any impact the loss of NMS may cause.	Yes
76	Safer, Stronger Communities Removal of one senior management post	100			100	No impact, as teams/services will be transferred to other 2nd tier managers across Council.	No
77	Safer, Stronger Communities Cessation of funding for extra Haringey Police Provision to tackle high priority targets and Problem Solving activities to tackle locally identified crime reduction projects	305			305	No impact on Council officers' performance. Reduction in Police overtime for specific operations.	Yes
78	Safer, Stronger Communities Cessation of funding for anti burglary support project (co-ordinator role and handy person)	35			35	Minimal impact as vulnerable people covered quite well over last three years of funding this work.	Yes
79	Safer, Stronger Communities Cessation of funding for Independent Domestic Violence Advocate roles (1.5 FTE)	35			35	This funding was agreed for one year only, 2010/11.	Yes
80	Safer, Stronger Communities Cessation of funding for Victim Support service for young people	45			45	This funding was agreed to set up this work during last couple of years and always known to be ending in March 2011.	Yes
81	Safer, Stronger Communities Increase in HRA funding for ASBAT	250			250	No impact - balance of funding change, no change in level of service provision	No
82	Director's Office Reduction of contribution to Community Transport in Haringey funded by the former ABG	80			80	No impact - scheme will now be funded from Core Sustainable Transport budgets	No
83	UE Cross-cutting Implementation of One Frontline service	1,250	500		1,750	This is a restructure of the existing services and will mean that a number of service areas will be affected, reducing some service offerings and stopping some aspects of services. There would be less back office support and management roles and would mean having a clear action plan for delivering outcomes (limited to no flexibility for ad hoc requests outside the agreed planning process)	Yes
84	UE Cross-cutting Implementation of Carbon Management and Sustainability Service	250	250		500	This is a merger of the existing Environmental Resources Projects, Transport Planning, Housing Strategy, Housing Enabling, Planning Policy and Design and Strategic Sites and Physical Regeneration Teams into an integrated Carbon Management and Sustainability Service. This will mean that a number of service areas will be affected, reducing some service offerings and stopping some aspects of services. There would be less back office support and management roles and would mean having a clear action plan for delivering outcomes and agreed priorities.	Screening
85	UE Cross-cutting Urban Environment Business Support and Administration Review	150			150	The review will focus on rationalising administration and business support activities and roles across the Directorate.	Yes
	<b>UE Grand Total</b>	<b>6,545</b>	<b>875</b>	<b>0</b>	<b>7,420</b>		
	<b>Sub Total Appendix 6.2</b>	<b>30,316</b>	<b>4,188</b>	<b>(492)</b>	<b>34,012</b>		

Haringey Efficiency and Savings Programme - New proposals to Cabinet 8th February 2011

Appendix 6.2

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
	<b>Slippage Risk Provision</b>						
57	Safeguarding & Strategic Services						
	Supporting People Programme Reduction	(526)	526		0		
61	Children's Network						
	Early Years and Childcare	(1,300)	1,300		0		
	Slippage Risk Provision Total	(1,826)	1,826	0	0		
	Sub Total Appendix 6.2 Including Slippage Risk Provision	28,490	6,014	(492)	34,012		
	Grand Total Savings Proposals to Cabinet 8th February 2011 (Appendix 6.1 and 6.2)	41,054	16,128	5,183	62,365		

## Reserves and their Adequacy

### 1. General Fund General Reserve

The judgement on the adequacy of the general fund general reserve needs to reflect the risk management and financial control processes that are in place, and the residual risk of emergencies or unexpected events. For this purpose identification of the key risks is done in three ways:

- identification of risks during the financial planning and budget setting process as set out in the main report;
- risk assessment of the agreed investment and savings proposals in the agreed budget package, and;
- key risks identified, monitored and managed through the Council's risk management strategy and framework.

The calculation of the potential financial impact of these assessed risks has been done and in the light of this, it is regarded that £10.5m is an appropriate target level for the general fund general reserve over the three-year financial planning period. The risks set out in Appendix 7.2 assess a potential financial impact at £10.3m; the Director of Corporate Resources therefore regards the £10.5m figure as a prudent level to set aside.

The £10.5m target for general balances represents 4% of the Council's net budget requirement for 2011/12.

### 2. Services Reserve

It is Council policy that service under and over spends are retained by the relevant service subject to approval by the Cabinet in the year end financial outturn report. This reserve earmarks those funds to be carried forward to the following financial year.

### 3. Insurance Reserve

The insurance reserve is kept under review by the Head of Audit and Risk Management with the assistance of the Council's insurance adviser. A key variable is the split between this reserve and the level of insurance provision held elsewhere in the balance sheet. The last actuarial review concluded that this reserve was at an appropriate level. The Director of Corporate Resources is satisfied that the reserve constitutes adequate protection in respect of the self-insured risk. This self-insurance reserve is in addition to the separately procured insurance with a consortium of other London boroughs.

### 4. PFI Reserve

The PFI reserve reflects the new arrangements following the suspension of services within the PFI contract. The opening figure reflects the remaining element after taking into account the pre-payment previously included elsewhere in the balance



sheet. The reserve will be used to manage the lifecycle fund requirements for schools in the suspended services period during the Building Schools for the Future investment programme.

### **5. Infrastructure Reserve**

The infrastructure reserve is a key financing resource for the programmes of renewal of assets for IT and property. This assists in spreading the costs of core replacement of assets as well as managing asset improvement programmes. It is current policy that revenue and capital underspends in these services are transferred to this reserve for future use.

The infrastructure reserve will remain in place to spread the cost of future infrastructure renewal programmes.

### **6. Transition Reserve**

The Transition Reserve is specifically earmarked for the costs associated with the Council's restructuring and savings programme.

This Reserve is to fund the associated transition costs of redundancies, decommissioning, and investment necessary to deliver longer term efficiencies and change. Given the scale of the transition programme there will be up to 1000 staff redundancies with an estimated cost of some £25m relating to the 2011-12 savings proposals. The Council is currently seeking government approval to capitalise this cost but to date has only received confirmation for £0.8m. The Director of Corporate Resources considers that all of this reserve should be earmarked for redundancy costs.

It should be noted that as a result of the Council's voluntary redundancy programme it is probable that some £5million of the reserve will have been applied by 31<sup>st</sup> March 2011 and all of the reserve will be used by 31<sup>st</sup> March 2012.

### **7. Financing Reserve**

The financing reserve is a key tool for managing the impact of financial plans from one year to another. This reserve requires balances to be at different levels year to year depending on the demand as identified through previous and current budget plans. This includes an amount set aside for the Sustainable Investment Fund (SIF) which supports invest-to-save projects designed to reduce the Council's CO2 emissions and reduce energy costs. Subject to the approval of Cabinet through a separate report on the agenda this fund will be increased by up to £0.5m through a reallocation of funding within the Financing Reserve. The overall balance on the financing reserve at 1 April 2011 is estimated to be £4.0m.

### **8. Debt Repayment / Capital Reserve**

This reserve has previously been used to set aside money that the Council has for repaying outstanding debt in the future and / or for the purposes of setting aside money earmarked for future capital investment. It had been considered to be used to fund the impairment from the non-recovery of deposits in Icelandic banks,

however, central government have allowed this to be capitalised over twenty years so this amount remains uncommitted. It has also been available to support the capital programme if there were any delays in receiving capital receipts. However, given the scale of the redundancy costs the Council is to incur, this reserve will be re-designated and applied to these costs.

### **9. HRA reserve**

The judgement on the adequacy of the HRA general reserve needs to reflect the risk management and financial control processes that are in place, and the residual risk of emergencies or unexpected events. The government reduction in funding for the decent homes programme is indicative of the risks that this reserve is intended to support. Furthermore, the government proposals to reform the existing Housing subsidy arrangements from April 2012 will require a complete review of the MTFP over the next twelve months.

In the light of this, £5m is regarded as an appropriate target level for the HRA general reserve over the three-year financial planning period. The 2011/12 budget is balanced with no planned call the reserves. However, there is a target of £3.4m of on-going revenue savings to be identified for 2011/12. The Director of Corporate Resources therefore considers this reserve target to be a prudent level. This represents approximately 5% of the HRA turnover for 2011/12, broadly the same as last year.

### **10. HRA Major Repairs Reserve**

The balance on this reserve represents the amount unspent of the major repairs allocation (MRA) and will be used for future housing capital spend. This has been inflated in recent years as the government has allowed Decent Homes funding to be brought forward. However, as reported above, the structure of the HRA is likely to change from April 2012 and all HRA finances will therefore need to be reviewed over the next twelve months.

### **11. Schools Reserve**

The amount in the schools reserve is a consequence of the funding and spending of individual schools. A proportion of it reflects earmarked funding for future schools projects. The current expected level of the reserve at £3.5m represents 1.7% of the schools core funding. The projection for 2011/12 will not be finalised until individual schools budgets are calculated, which is subject to the pupil count data. A loan scheme has been introduced with the agreement of the school's forum, which acts like the Council's own Sustainable Investment Fund (SIF) and allows schools to borrow to invest in energy and carbon reducing improvements that can be repaid back to the general schools balances.

### **12. Overall**

The estimates of the reserves position, including earmarked and un-earmarked reserves for both the general fund and the HRA are detailed in the table below.

Reserve	Notes	Actual as at 31.03.2010 £million	Projected as at 31.03.2011 £million	Projected as at 31.03.2012 £million
<b>Non-earmarked</b>				
General Fund Balance	1	10.5	10.5	10.5
<b>Total Non-earmarked Reserves</b>		<b>10.5</b>	<b>10.5</b>	<b>10.5</b>
<b>Earmarked</b>				
Service Reserve	2	0.9	-	-
Insurance Reserve	3	8.6	8.6	8.6
PFI Reserve	4	6.0	6.0	6.0
Infrastructure Reserve	5	1.6	1.6	1.6
Transition Reserve	6	10.2	5.0	-
Financing Reserve	7	7.7	4.0	3.8
Debt Repayment/Capital Reserve	8	17.4	15.1	-
<b>Total Earmarked Reserves</b>		<b>52.4</b>	<b>40.3</b>	<b>20.0</b>
<b>Other Reserves</b>				
HRA	9	7.8	4.8	5.0
Major Repairs (HRA)	10	0.8	-	-
Schools	11	4.4	3.5	3.0
<b>Total Other Reserves</b>		<b>13.0</b>	<b>8.3</b>	<b>8.0</b>
<b>Total</b>		<b>75.9</b>	<b>59.1</b>	<b>38.5</b>

**Adequacy of Reserves – Risk Assessment**

Three key assessment areas:

1. identification of risks during the financial planning and budget setting process as set out in the main report;
2. risk assessment of the agreed investment and savings proposals in the proposed budget package, and;
3. key risks identified, monitored and managed through the Council's risk management strategy and included in the corporate risk register.

	Budget exposure	Risk	Residual Impact
	£m	%	£m
<b>1. Budget Process</b>			
- Looked after Children	24.0	Residual impact of High to Low risks (75% to 25%) on specific areas within the overall service budgets	
- Adult Social Care	50.0		
- Temporary Accommodation	10.0		
- Capital Financing	20.0		
- Revenue Streams	50.0		
	<b>154.0</b>		<b>6.5</b>
<b>2. Savings Proposals</b>			
- Delivery Programme	41.0	High to Low Risk (75% to 25%) on specific savings proposals	4.8
- Transition Costs (e.g. redundancies)	25.0	Very High Risk of significant financial impact	25.0
			<b>29.8</b>
<b>3. Corporate Risk Register</b> (not already dealt with in 1 above)		Impact score (from risk register)	
- Corporate Statutory Requirements		5	
- Fraud		7	
- Capital / project delivery		7	
- Corporate IT systems		9	
			<b>2.0</b>
<b>4. Unidentified risks</b>			<b>1.0</b>
Less earmarked reserves and contingencies for the above			<b>-29.0</b>
<b>Grand total</b>			<b>10.3</b>

## Appendix 8

## Indicative Criteria for the Determination of Funding Scheme Decisions

Criteria	Rationale
<ul style="list-style-type: none"> <li>• <b>Link to strategic priorities</b> e.g. council priorities/Sustainable Community Strategy Outcomes/agreed HSP thematic board outcomes</li> </ul>	How this activity is essential to achieving council and partnership priorities
<b>Link to and statutory obligations</b>	Why the council needs to fund this activity
<b>Maximise outcomes:</b> link into performance measures	How this activity improves the wellbeing of local communities
<b>Impact/effect/improvement(s) of service delivery to local community</b>	<ul style="list-style-type: none"> <li>• How we can focus this activity on people most in need</li> <li>• What can make this activity more effective</li> <li>• Other local bodies exist which could provide this activity e.g. the private sector, third sector or citizens could provide this activity, whole or in part</li> <li>• How we make sure that payment to service providers links to achievement</li> </ul>
<b>Maximise value for money:</b> including long- and short-term financial savings	How we can provide this activity at lower cost
<b>Local connection/presence in Haringey</b>	Support local organisations and businesses where appropriate.

## DSG Budget Strategy 2011-12

	%	2011-12 £m		Total
		ISB	Central	£m
2010-11 DSG		152.498	19.631	172.129
Rolled in SF Grants				30.240
Early Yrs flexible entitlement				2.246
Estimated resources 2011-12				<b>204.615</b>
<b><i>Use of Resources Outside Headroom</i></b>				
Rolled in grants – Universal		18.505	0.091	18.596
Rolled in grants – Targeted		5.137	0.143	5.258
Rolled in grants - Central		0.	.628	0.628
Rolled in grants – other <sup>2</sup>		4.761		
Early Yrs flexible entitlement		2.246	0.	2.246
<b>Sub-total</b>		<b>183.147</b>	<b>20.493</b>	
<b><i>Calculation of estimated Headroom</i></b>				
Minimum Funding Guarantee <sup>1</sup>	-1.5%	(2.500)	(0.307)	(2.807)
New School opening costs		(0.234)		(0.234)
Additional Resourced Provision (Heartlands and ILC)		0.470		0.470
Other Formula changes		0.082		0.082
Formula pressures – new classes.		0.450		0.450
SEN Placement costs			0.167	0.167
SEN Transport costs			0.300	0.300
Add'l savings to be found			(0.160)	(0.160)
<b>Headroom Available (est)</b>		<b>2.707</b>	<b>0</b>	<b>2.707</b>
<b>2011-12 Estimated DSG</b>		<b>184.122</b>	<b>20.493</b>	<b>204.615</b>
<b><i>Additional Resources</i></b>				
Pupil Premium – Schools		4.266		
Pupil Premium – LAC		0.133		
<b>Pupil Premium - Total</b>		<b>4.399</b>		

Note 1: The MFG calculation for the Schools Budget makes adjustments for NNDR, SEN and other adjustments and so does not multiply through. The MFG for schools and Centrally Retained resources includes rolled in grants.

Note 2: Although described as being added to headroom the MFG will seek to replicate the 2010-11 distribution and which will draw as a first call upon that headroom.

**Recommendations from Schools Forum meeting held 17 January 2011 relating to the Early Years Single Funding Formula (EYSFF).**

<b>SF Minute ref:</b>	<b>School Forum Recommendation</b>
7.10	The School Forum recommends that the Early Years Single Funding Formula as set out in Appendix 1 (School Forum agenda item 7) to the Cabinet of Haringey Council – <b>Agreed</b>
7.11	The School Forum recommends the transitional and payment mechanisms set out in sections 2 and 3 of Appendix 1 (as above) to the Cabinet of Haringey Council. - <b>Agreed</b>
7.12	That the Early Years Single Funding Formula is kept under review to ensure that it is fit for purpose. - <b>Agreed</b>

**Recommendations from Schools Forum meeting held 17 January 2011 relating to 2011-12 DSG budget Strategy.**

<b>SF Minute ref:</b>	<b>School Forum Recommendation</b>
8.22	The Forum is asked for their views on funding for Music Services in the borough pending the outcome of the government's own review. <b>Agreed that the service should be wholly or partly funded by headroom as appropriate.</b>
8.23	The Forum is asked to note the estimated amount of DSG for 2011-12 as £204.615m. <b>Noted</b>
8.24	The Forum is asked to endorse the approach, for those universal grants subsumed into DSG outlined at para. 4.9 of the report which allows for the replication of 2010-11 cash amounts taking into account a 1.5% reduction in line with the Minimum Funding Guarantee (MFG) rate. <b>Endorsed.</b>
8.26	The Forum is asked to endorse the approach, for those targeted grants subsumed into DSG outlined at para. 4.14 of the report which adds those resources to the available headroom – recognising that the MFG will seek to protect 2010-11 amounts and thus limiting the value of the resource actually transferred to headroom – this situation to be reviewed in future years. <b>Endorsed.</b>
8.28	The Forum is asked to endorse the distribution of previous Ethnic Minority Achievement Grant (EMAG) resources on the basis of 2010-11 cash amounts to schools and for the retention of £628,000 centrally in support of narrowing the achievement gap for underperforming ethnic groups in schools as described in para. 4.19 of the report. <b>Endorsed.</b>
8.29	The Forum is asked to endorse the use of the 2010-11 formula from the previous School Lunch Grant as described in para 4.20 of the report. <b>Endorsed.</b>
8.30	The Forum is asked to endorse the targeting of £522,000 of resources in

	2011-12 only, as described in para. 4.25, to allow the schools specified in Appendix 4 to adopt wraparound childcare services previously provided through centrally retained services. <b>Endorsed.</b>
8.31	The Forum is asked to endorse the proposed local formula changes described in para. 5.4 including providing the resource necessary to support them as the first priority from the available headroom. <b>Endorsed</b>
8.34	The motion that the additional resources needed to fund the EYSFF after implementing the transitional funding arrangement provisionally agreed, should be top-sliced from the headroom, was put to the vote: <b>Votes for 13</b> <b>Votes against 11</b> <b>Abstentions 3</b> <b>The motion was carried</b>
8.36	A proposed amendment to the <b>Recommendation below at 8.37</b> to allocate remaining headroom to reduce the 1.5% cut to school budgets was put to the vote. <b>Votes for 6</b> <b>Votes against 7</b> <b>Abstentions 6</b> <b>The motion was lost</b>
8.37	The Forum is asked to endorse routing the remaining available headroom within the ISB through deprivation measures within the EYSFF and the Haringey Schools Funding Formula according to the relevant pupils' age. <b>Votes for 16</b> <b>Votes against 0</b> <b>Abstentions 3</b> <b>The recommendation was endorsed.</b>
8.38	The Forum approves that a sum of £300,000 in respect of SEN transport costs be charged against the DSG funded from savings and efficiencies to be found in the centrally retained element of the DSG <b>Votes for 26</b> <b>Votes against 0</b> <b>Abstentions 0</b> <b>The recommendation was Agreed</b>



HRA - Draft Medium Term Financial Plan 2011/12 to 2015/16

Appendix 10.1

HRA Summary	2011/12		2012/13		2013/14		2014/15		2015/16	
	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s
Company Income	(350)	(54,498)	(228)	(54,726)	(582)	(55,308)	(1,003)	(56,311)	(1,125)	(57,436)
Chief Executive	(89)	1,508	11	1,519	30	1,548	31	1,579	32	1,611
Housing Management	(79)	11,863	33	11,896	238	12,134	243	12,376	248	12,624
Business Improvement	-	93	(93)	0	-	0	-	0	-	0
Resources	15	2,408	15	2,423	48	2,471	50	2,521	51	2,571
Property Services	305	31,295	767	32,061	642	32,703	654	33,357	667	34,024
Corporate	199	7,332	(504)	6,828	(376)	6,451	26	6,478	129	6,606
<b>Total Company Accounts</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Rental Income	(3,521)	(72,518)	(847)	(73,365)	(1,771)	(75,136)	(1,310)	(76,446)	(1,752)	(78,198)
Non Dwelling Rents	(35)	(2,443)	(49)	(2,492)	(50)	(2,542)	(51)	(2,593)	(52)	(2,644)
HRA Subsidy	4,031	(14,094)	(416)	(14,509)	1,053	(13,456)	451	(13,006)	858	(12,148)
Leasehold Service Charge Income	(207)	(5,171)	(109)	(5,280)	(112)	(5,392)	(114)	(5,506)	(116)	(5,622)
Tenant Service Charge Income	907	(8,618)	134	(8,485)	(170)	(8,654)	(173)	(8,828)	(177)	(9,004)
Miscellaneous Income	(5)	(5,321)	(103)	(5,424)	(105)	(5,529)	(107)	(5,636)	(109)	(5,745)
Housing Management Costs	(238)	7,439	94	7,533	146	7,680	149	7,829	152	7,981
Repairs & Maintenance	1	71	1	72	1	74	2	75	2	77
Bad Debt Provision	(350)	650	50	700	50	750	0	750	0	750
Service Charge Costs	(1,806)	6,520	131	6,650	133	6,783	136	6,919	138	7,057
<b>Total Managed Accounts</b>	<b>(1,224)</b>	<b>(93,485)</b>	<b>(1,114)</b>	<b>(94,599)</b>	<b>(824)</b>	<b>(95,423)</b>	<b>(1,017)</b>	<b>(96,440)</b>	<b>(1,056)</b>	<b>(97,496)</b>
Temporary Accommodation Income	574	(3,898)	(44)	(3,942)	(45)	(3,987)	(46)	(4,033)	(48)	(4,081)
Housing Management Direct Costs	209	1,709	(68)	1,642	33	1,674	34	1,708	34	1,742
Supported Housing Costs	10	3,201	(3)	3,199	66	3,264	67	3,331	68	3,399
Repairs & Maintenance	6	328	7	335	7	342	7	349	7	356
Capital Financing Charges	(2,821)	48,097	1,483	49,580	16	49,596	646	50,242	268	50,510
Other Property Costs	(26)	2,014	40	2,055	41	2,096	42	2,138	43	2,180
Bad Debt Provisions	10	61	10	71	10	81	0	81	0	81
ALMO Management Fee	99	41,681	(29)	41,652	320	41,973	737	42,709	853	43,562
<b>Total Retained Accounts</b>	<b>(1,939)</b>	<b>93,194</b>	<b>1,397</b>	<b>94,591</b>	<b>447</b>	<b>95,038</b>	<b>1,485</b>	<b>96,523</b>	<b>1,226</b>	<b>97,749</b>
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>(3,162)</b>	<b>(291)</b>	<b>283</b>	<b>(8)</b>	<b>(377)</b>	<b>(385)</b>	<b>468</b>	<b>83</b>	<b>170</b>	<b>253</b>
<b>Planned Opening HRA Balance</b>		<b>(4,728)</b>		<b>(5,019)</b>		<b>(5,027)</b>		<b>(5,412)</b>		<b>(5,329)</b>
<i>In-Year Use Of Balances</i>		<i>(291)</i>		<i>(8)</i>		<i>(385)</i>		<i>83</i>		<i>253</i>
<b>Planned Closing Balance</b>		<b>(5,019)</b>		<b>(5,027)</b>		<b>(5,412)</b>		<b>(5,329)</b>		<b>(5,076)</b>

**HRA New Investment**

Change	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s	2015/16 over 2014/15 £000s
Review of Salary Overheads 2011/12: Additional Pressure - Increased Employer Pension Contributions	200	0	0	0	0
Cost of Property Services restructure - Enhanced Statutory	880	(780)	0	(100)	0
Cost of Property Services restructure - Enhanced Statutory + Option A	92	(92)	0	0	0
Cost of Property Services restructure - Enhanced Statutory + Option A + Option B	33	(33)	0	0	0
Cost of Property Services restructure - Enhanced Statutory + Option A + Option B + Balance to take to voluntary level	250	(250)	0	0	0
<b>Subtotal Property Services Restructure</b>	<b>1,455</b>	<b>(1,155)</b>	<b>0</b>	<b>(100)</b>	<b>0</b>
Increased Funding of the Anti-social behaviour Team	250	(100)	0	0	0
<b>Total New Investment</b>	<b>1,705</b>	<b>(1,255)</b>	<b>0</b>	<b>(100)</b>	<b>0</b>

**HRA Existing Investment**

Change	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s	2015/16 over 2014/15 £000s
Review of Salary Overheads 2011/12: Increased Employer Pension Contributions	400	0	0	0	0
Reversal of One year only Investment Items 2010/11	(112)	0	0	0	0
Increase in Bad Debt Provision - Hostels	10	10	10	0	0
Increase in Bad Debt Provision - Dwellings	50	50	50	0	0
<b>Total Existing Investment</b>	<b>348</b>	<b>60</b>	<b>60</b>	<b>0</b>	<b>0</b>

## HRA Existing Efficiencies and Savings

Change	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s	2015/16 over 2014/15 £000s
Interest earnings on HRA balances	(125)	0	0	0	0
Contribution to Waste Management procurement costs	(107)	0	0	0	0
Complete Review Corporate Finance SLA by the end of the second quarter and evaluate options for the transfer of functions to the company	(30)	0	0	0	0
Implementation of systems for new procurement arrangements using Procurement for Housing	(90)	0	0	0	0
<b>Total Existing Efficiencies and Savings</b>	<b>(352)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HRA Summary - New Efficiencies and Savings

## Appendix 10.4

Change	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s	2015/16 over 2014/15 £000s
Decrease in Leasehold Bad Debt Provision	(100)	0	0	0	0
Rent Income - Provision for Doubtful Debts - reduction in provision to reflect good collection performance over 2009/10 and 2010/11.	(400)	0	0	0	0
Reduced Insurance Costs from re-tendering	(66)	0	0	0	0
Corporate and Democratic Costs - reduction in contribution from HRA	(50)	0	0	0	0
Welfare Services - efficiency savings net of reduced grant	(100)	0	0	0	0
Chief Executive Service restructuring*	(100)	0	0	0	0
Remove Lump Sum for Essential Users not needing car *	(107)	0	0	0	0
Reduction in staff Agency Costs *	(100)	0	0	0	0
Reduction in overtime *	(63)	0	0	0	0
Various Other reductions/restructuring *	(50)	0	0	0	0
Efficiencies from 'Fit for the Future' project *	(150)	(350)	(500)	0	0
Overtime rates - reduce level of enhancement *	(164)	0	0	0	0
Weekend/night working - reduce level of enhancement *	(141)	0	0	0	0
Restructure of Housing Management and Governance *	(250)	250	0	0	0
Remove budget allowance for inflationary pressure in 2011/12 - Homes for Haringey *	(100)	0	0	0	0
Remove budget allowance for inflationary pressure on gas contracts in 2011/12 *	(223)	223	0	0	0
Non award of due increment *	(96)	96	0	0	0
Reduction of one increment for all officer staff *	(440)	440	0	0	0
New Service Charges for Unadopted Roads and Pavements Maintenance and IRS (Digital aerials)	(300)	300	0	0	0
<b>Total New Savings</b>	<b>(3,000)</b>	<b>959</b>	<b>(500)</b>	<b>0</b>	<b>0</b>

Total Staffing and Inflation Savings = £1.984 million

## HRA Summary - Budget Variations

## Appendix 10.5

## Managed and Retained Budgets

Change	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s	2015/16 over 2014/15 £000s
Rent Increase and other variations	(3,267)	(886)	(1,811)	(1,350)	(1,794)
Additional Service Charge Income	(157)	(447)	(457)	(466)	(475)
Net Reduction in Service Charge Costs	(287)	0	0	0	0
ALMO Management Fee	99	(29)	320	737	853
Capital Financing Charges	(2,821)	1,483	16	646	268
Inflation	178	317	442	451	460
Housing Subsidy changes	4,031	(416)	1,053	451	858
Existing Investment	60	60	60	0	0
New Investment	250	(100)	0	0	0
New Efficiencies and Savings	(1,016)	300	0	0	0
Existing Efficiencies and Savings	(232)	0	0	0	0
<b>Total Variations Managed and Retained</b>	<b>(3,162)</b>	<b>283</b>	<b>(377)</b>	<b>468</b>	<b>170</b>

<b>Company Budgets</b>					
Existing Investment	288	0	0	0	0
New Investment	1,455	(1,155)	0	(100)	0
Existing Efficiencies and Savings	(120)	0	0	0	0
New Efficiencies and Savings	(1,984)	659	(500)	0	0
Inflation	460	467	820	837	853
ALMO Management Fee	189	29	(320)	(737)	(853)
<b>Total Variations Company</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Variations - All HRA</b>					
Rent Increase and other variations	(3,267)	(886)	(1,811)	(1,350)	(1,794)
Pre-agreed Growth & Savings	0	0	0	0	0
Additional Service Charge Income	(157)	(447)	(457)	(466)	(475)
Capital Financing Charges	(2,821)	1,483	16	646	268
Inflation	638	784	1,262	1,288	1,313
Net Reduction in Service Charge Costs	(287)	0	0	0	0
Housing Subsidy changes	4,031	(416)	1,053	451	858
Existing Investment	348	60	60	0	0
New Investment	1,705	(1,255)	0	(100)	0
Existing Efficiencies and Savings	(352)	0	0	0	0
New Efficiencies and Savings	(3,000)	959	(500)	0	0
<b>Total Variations All HRA</b>	<b>(3,162)</b>	<b>283</b>	<b>(377)</b>	<b>468</b>	<b>170</b>

Draft Summary Capital Programme 2011/12 to 2013/14					
	Proposed Budget 2011/12	Indicative Budget 2012/13	Indicative Budget 2013/14	Total	
<b>Draft Expenditure Budget</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Urban Environment (including Housing General Fund)	6,544	5,977	4,104	16,625	
Adults, Culture and Community Services	4,259	2,597	996	7,852	
Corporate Resources	5,206	10,910	11,454	27,570	
Alexandra Palace & Park Charitable Trust	500	0	0	500	
Children & Young People	26,162	20,516	13,872	60,550	
Housing Services (Housing Revenue Account only)	17,526	14,843	13,543	45,912	
<b>Total Capital Programme</b>	<b>60,197</b>	<b>54,843</b>	<b>43,969</b>	<b>159,009</b>	
<b>Draft Capital Financing</b>					
Capital grants from central government departments (inc SCE(C)) (Note 1)	24,724	12,008	6,966	43,698	
Grants and contributions from private developers & leaseholders (Note 2)	3,654	9,639	12,724	26,017	
Capital grants from the National Lottery	1,938	1,761	160	3,859	
Capital funding from GLA bodies (Note 3)	2,194	1,577	1,204	4,975	
Use of capital receipts (Note 4)	11,358	7,863	5,650	24,871	
Capital expenditure financed by the Major Repairs Reserve (MRR) / Major Repairs Allowance (MRA) - Govt Grant	13,543	13,543	13,543	40,629	
Supported Capital Expenditure (prudential borrowing)	300	5,338	3,522	9,160	
Use of reserves	2,486	3,114	200	5,800	
<b>Total Capital Financing</b>	<b>60,197</b>	<b>54,843</b>	<b>43,969</b>	<b>159,009</b>	
<b>Notes</b>					
1 Include capital expenditure financed by capital grants from all central government departments (including BSF). Exclude capital expenditure financed by Major Repairs Reserve (MRR).					
2 Include contributions from private developers. Include leaseholders contributions made specifically towards the cost of capital works on the premises of which the leaseholders' property forms part. This also includes assumed funding for Hornsey Town Hall (£17m over 2 years) subject to self-financing business case.					
3 Include capital funding from the Greater London Authority (GLA).					
4 Include all capital expenditure financed by applying capital receipts. Exclude capital receipts applied to make payments to the Secretary of State under sections 11 (2) (b) and 11 (3) of the Local Government Act 2003.					
<b>Capital Receipts Analysis:</b>					
Capital Receipts - Bids for Corporate Resources	2011/12 9,988	2012/13 6,433	2013/14 5,650	Total 22,071	
Capital Receipts - Accommodation Strategy *	1,370	1,430	0	2,800	
* subject to self-financing business case	11,358	7,863	5,650	24,871	

## Draft Haringeey Council Capital Programme 2011/12 to 2013/14

## Appendix 11.1

Draft Capital Programme 2011/12 to 2013/14		Total Planned Expenditure Budget			Total Funding Source (3 years)				
Ref. No.	Name of Capital Scheme	Proposed Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Indicative Original Budget 2013/14 £'000	Total £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Use of reserves £'000	Total £'000
<b>Urban Environment</b>									
1	Energy Saving Measures in designated Low Carbon Zone (20 year payback period)	500	0	0	500	0	500	0	500
2	Planned road and pavement major repairs and resurfacing	1,300	1,300	1,300	3,900	0	3,900	0	3,900
3	Street lighting replacement programme	800	800	800	2,400	0	2,400	0	2,400
4	Local road safety improvements responsive to accident stats	200	200	200	600	0	600	0	600
5	Bridges and other structures - high priority health & safety works	0	0	0	0	0	0	0	0
6	Drainage / Flood Relief - improvements to gullies and gutter in worst affected areas of borough.	0	0	0	0	0	0	0	0
7	Parking Plan - to maintain and renew lines and signs and implement new parking schemes	600	600	600	1,800	0	1,800	0	1,800
8	Redevelopment of Cranford Way site as Reuse & Recycling centre	900	0	0	900	0	900	0	900
9	Works in default that can not be recovered	50	0	0	50	0	50	0	50
10	Tottenham Gyratory - Council support towards replacing the one-way system to two way.	0	1,500	0	1,500	0	0	1,500	1,500
11	Local Implementation Plan (LIP) - Corridors, neighbourhoods and supporting measures	1,714	1,577	1,204	4,495	4,495	0	0	4,495
12	Local Implementation Plan (LIP) - Principal road maintenance	380	0	0	380	380	0	0	380
13	Local Implementation Plan (LIP) - Major schemes	100	0	0	100	100	0	0	100
<b>Total Urban Environment</b>		<b>6,544</b>	<b>5,977</b>	<b>4,104</b>	<b>16,625</b>	<b>4,975</b>	<b>10,150</b>	<b>1,500</b>	<b>16,625</b>

Draft Haringey Council Capital Programme 2011/12 to 2013/14

Appendix 11.2

Draft Capital Programme 2011/12 to 2013/14		Total Planned Expenditure Budget				Total Funding Source (3 years)				
Ref. No.	Name of Capital Scheme	Proposed Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Indicative Original Budget 2013/14 £'000	Total £'000	Capital Grants From Central Government Departments (inc SCE(C)) £'000	Grants & Contribution From Private Developers & Leaseholders £'000	Capital Grants From The National Lottery £'000	Use Of Capital Receipts £'000	Total £'000
<b>Adults, Culture and Community Services</b>										
14	Disabled Facilities Grant Aids & Adaptations*	1,536	836	836	3,208	2,508	0	0	700	3,208
15	Lordship Recreation Ground (Redesign And Redevelopment)	2,488	1,761	160	4,409	0	0	3,859	550	4,409
16	Tennis Court Refurbishment Programme	205	0	0	205	0	147	0	58	205
17	Tree Planting (To maintain and increase existing tree stocks on Parks and Housing sites)	30	0	0	30	0	0	0	30	30
<b>Total Adults, Culture and Community Services</b>		<b>4,259</b>	<b>2,597</b>	<b>996</b>	<b>7,852</b>	<b>2,508</b>	<b>147</b>	<b>3,859</b>	<b>1,338</b>	<b>7,852</b>
Schemes marked (*) are estimates. External funding sources to be confirmed.										







## Draft Haringey Council Capital Programme 2011/12 to 2013/14

## Appendix 11.5

Draft Capital Programme 2011/12 to 2013/14		Total Planned Expenditure Budget			Total Funding Source (3 years)			Total	
Ref. No.	Name of Capital Scheme	Proposed Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Indicative Original Budget 2013/14 £'000	Total £'000	Grants & Contribution From Private Developers & Leaseholders £'000	Use Of Capital Receipts £'000	Financing From Major Repairs Reserve (MRR) / Major Repairs Allowance (MRA) £'000	Total £'000
<b>Housing Services (Housing Revenue Account (HRA))</b>									
53	Retained Hostels Borough-wide	1,000	0	0	1,000	0	1,000	0	1,000
54	Transferable Discount Scheme	100	0	0	100	0	100	0	100
55	Estate Improvement	50	50	50	150	0	0	150	150
56	Planned Preventative Maintenance	5,854	5,854	5,854	17,562	0	0	17,562	17,562
57	Structural Works	300	300	300	900	0	0	900	900
58	Extensive Void Works	400	400	400	1,200	0	0	1,200	1,200
59	Energy Conservation	150	150	150	450	0	0	450	450
60	Boiler Replacement	67	67	67	201	0	0	201	201
61	Affordable Housing	850	0	0	850	0	850	0	850
62	Lift Improvements	2,000	2,000	2,000	6,000	0	0	6,000	6,000
63	Decent Homes	1,933	1,300	0	3,233	3,233	0	0	3,233
64	Asbestos Removal	200	200	200	600	0	0	600	600
65	Essential Capital Works	200	200	200	600	0	0	600	600
66	Major Works Voids Conversions	100	0	0	100	0	100	0	100
67	Mechanical & Electrical Works	2,877	2,877	2,877	8,631	0	0	8,631	8,631
68	Professional Fees	1,408	1,408	1,408	4,224	0	0	4,224	4,224
69	Sewage & Drainage	37	37	37	111	0	0	111	111
<b>Total Housing Services (Housing Revenue Account)</b>		<b>17,526</b>	<b>14,843</b>	<b>13,543</b>	<b>45,912</b>	<b>3,233</b>	<b>2,050</b>	<b>40,629</b>	<b>45,912</b>

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