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04 February 2011

To: All Members of the Cabinet  
c.c. All other persons receiving Cabinet agenda

Dear Member,

Cabinet - Tuesday, 8th February, 2011

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

**9. MEDIUM TERM FINANCIAL PLANNING 2011/12 - 2013/14 (PAGES 1 - 92)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To consider and agree the proposed budget package for 2011/12 and later years and the Council Tax for 2011/12. Appendix 12- Recommendations of the Overview and Scrutiny Committee and the Cabinet response will be tabled at the meeting.

**12. CHILDCARE IN HARINGEY (PAGES 93 - 118)**

(Report of the Director of the Children and Young People's Service – To be introduced by the Cabinet Member for Children's Services): To provide an overview of current and anticipated issues and challenges for the provision of high quality, sustainable childcare in Haringey.

**13. THE SUSTAINABILITY OF CHILDREN'S CENTRES IN HARINGEY (PAGES 119 - 138)**

(Report of the Director of the Children and Young People's Service – To be introduced by the Cabinet Member for Children's Services): To

highlight issues relating to the longer term sustainability of Children's Centre provision in Haringey and to outline options for the delivery of Children's Centres and Children's Centre services from April 2011.

Please note that agenda item 8, Shaping Our Future, which will provide information on the headline issues arising from the public consultation on the Council's budget, will be circulated at the Cabinet meeting .

Yours sincerely

Ayshe Simsek  
Principal Committee Co-ordinator



**Haringey** Council

## **URGENT BUSINESS SHEET**

**Report Title: Medium Term Financial Planning 2011-12 to 2013-14**

**Committee/Sub etc: Cabinet**

**Date: 8<sup>th</sup> February 2011**

**The report is late because this is the most challenging financial settlement and budget package for many years in the Borough of Haringey. The government released the financial settlement very late and the Council needed the time to consider all proposals in appropriate detail. Furthermore Overview and Scrutiny Committee needed time to scrutinise the budget proposals.**

**The report is too urgent to await the next meeting because a legal budget must be approved before 1<sup>st</sup> March 2011.**

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The Head of Local Democracy & Member Services concurs with the admission of this item.

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Haringey Council

Agenda item:

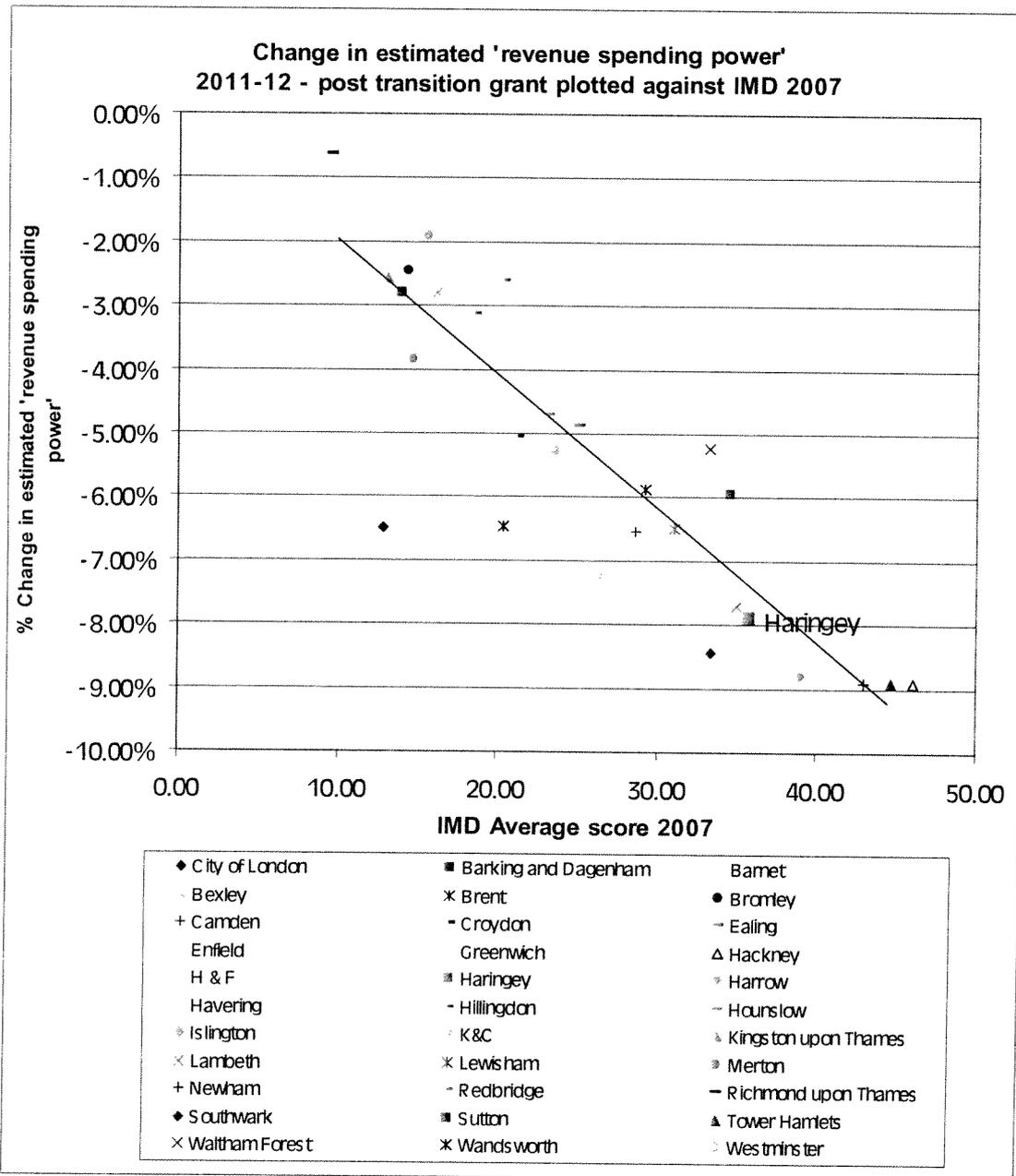
**Cabinet****8<sup>th</sup> February 2011**

Report Title: <b>Medium Term Financial Planning 2011/12 to 2013/14</b>	
Forward Plan reference number:	
Report of: <b>Director of Corporate Resources</b>	
Signed: <i>J. Parker 4/2/11</i>	
Contact Officer : <b>Kevin Bartle, Lead Finance Officer</b>	
Telephone: 0208 489 5972	
Wards(s) affected: <b>All</b>	Report for: <b>Key decision</b>
<p><b>1. Purpose</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• The financial resources available to the Council;</li> <li>• The cost of providing existing services; and,</li> <li>• 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.</li> </ul> <p>1.2 To consider the Cabinet's proposed budget package for 2011-12 and later years.</p>	
<p><b>2. Introduction by Cabinet Member for Finance and Sustainability</b></p> <p>2.1 It feels worth repeating, that the scale of these Government cuts mean that Haringey will face the largest cuts since its inception. We stand opposed to the depth and speed of cuts, not just to ourselves but to the public sector. We reject the notion that the level of these cuts are either necessary, prudent, or without harm. To give an idea of the scale of these cuts, we will see the level of public spending as a proportion of GDP reduced to levels lower than were even witnessed during</p>	

the era of Thatcher's premiership. In fact these cuts are amongst the highest of any G20 country, and higher than those demanded of Ireland and Greece, which are in a much more economically perilous situation than that of the UK, as measured by the differential price in the bond markets.

- 2.2 I feel it necessary to highlight this, because we believe that the cuts are not only too fast and too deep for the Council, but we believe they will be damaging to the economy as a whole, both locally and nationally. In particular I am deeply concerned that about the last quarter's GDP figures and the impact this is likely to have in Haringey, which is already suffering from among the highest levels of unemployment in London.
- 2.3 We believe these cuts deny the opportunity for growth and with it the opportunity to close the deficits through the increased revenues the Treasury receive as economic activity increases. We endorse the view from a wide number of institutions that the Government needs to develop a Plan B and reverse these cuts, and remain disappointed by the lack of vision of how we are going to drive growth in our economy, and dismayed that there is still to date no Growth White Paper as promised.
- 2.4 The most extreme impacts of this directly impact on our financial plan with a need to ensure we meet our statutory obligations to service the increased demand on services from the most vulnerable in families. For example the IFS says that the government budgets will see the first rise in child poverty in 15 years, with the number of people entering absolute poverty in the next three years of 900,000. Given this, any claim that the Spending Review represents an agenda of fairness requires us to adopt a definition of that word that we simply don't recognise.
- 2.5 We had hoped that the government would phase the cuts in a manner which would enable us to transition the Council's services more smoothly and with minimum harm to services, but the front loading of cuts now means that we are required to find well over half of our savings next year alone, in addition to the unprecedented in-year cuts which have required us to deal with lost monies of £17m.
- 2.6 The settlement will require Haringey Council to save £41m next year alone and a total shortfall of £84m over the next three years. This essentially means that for every £10 we had, we will only have £6.50, which would be painful on any household budget, let alone the Council's. The notion that these levels of savings can be found easily and without detriment to vital services and to the good people of our borough is to deny fact. Already I have been moved by some of the submissions I have received from residents across the borough during the consultation, and they stand as a testament against the notion that the public sector can do no good, that they represent poor value for money, and that they make no difference to people's lives.
- 2.7 Given my responsibilities on sustainability the changes to the carbon reduction commitment to a carbon reduction tax cannot pass without comment. This feels like an extremely disappointing and regressive measure. Given the need to reduce carbon emissions in the public sector it is hoped revenues derived should be ring fenced for re-investment for initiatives to deliver greener public services.

2.8 Perhaps most shocking of all is the fact that the government has decided to essentially redistribute resources from councils with high levels of deprivation to other areas. This report highlights the governments own figures on this, where the impact on Haringey's spending power is over 3000% higher than for example Dorset County Council. This creates the real double whammy of the spending review, which has ultimately created more pressure on and removed more resources from populations that serve more deprived and more vulnerable communities. In particular the brutal fact is that the government have in all handed the deepest cuts to those boroughs suffering from the deepest levels of deprivation.



2.9 I feel that as well as the severe reductions to our services, I also feel compelled to highlight the significant reductions in capital funding which will deny us much needed investment in our borough. In particular we expect this to dramatically

impact on our regeneration and housing programmes. The 75% reduction to the decent homes programme nationally is yet another example of an economically and socially backward policy that will hurt the most vulnerable and undermine the fragile construction sector which provides jobs for many in our borough.

- 2.10 We stand opposed to these cuts. The speed and depth have left the Council with very little room for manoeuvre, and very few choices. The extremely late disclosure of our settlement, and the lack of information that has been forthcoming from the Department of the Communities and Local Government have been extremely unhelpful to our ability to identify all the savings at this stage of the budget process. Given the scale of cuts we wanted to ensure residents the maximum opportunity to shape the future of our borough and to ensure we identified the services and activities of most value to residents. The large bulk of the savings will force us to make a fundamental restructuring of our organisation, which will see a high level of job losses which have already been announced. If it is the shared ambition of the Coalition Government to 'unleash "chaotic" effects across local communities' as suggested recently by Nicholas Boles MP, they have certainly succeeded.
- 2.11 This document sets out how we intend to remove the £41m from our budgets. We have as a Council prioritised cuts to our back office in order to protect as much as possible our frontline services. We have where possible, sought to join up services, to deliver them smarter, and we are also pursuing shared services to drive efficiency savings in partnership with some of our neighbouring boroughs. However, too much store is being placed on such measures and to suggest that these are a panacea for dealing with this savagery ignores the sheer scale of the cuts being inflicted on both Haringey's budget and those of the sector as a whole.
- 2.12 Sadly, these cuts, and in particular the frontloading of them, mean reductions to services are simply unavoidable, and we have no doubt that that this will impact on residents, on our workforce, on the strength of the voluntary sector and other third party providers, and on our local economy. Coupled with cuts to the police, schools and the NHS, we are committed to making sure we face into the challenges in Haringey, with our partners.
- 2.13 To this end, I am dismayed by those who continue to talk about 'soft cuts' without being able to give this term clear definition. We don't recognise this term, and I believe it is offensive to the people who work hard to deliver these services, and more importantly those people who value receiving it.
- 2.14 The Coalition Government continue to demand of local councils that we behave more like businesses, and in doing so they completely ignore the role of local government, and our public sector partners in our purest economic terms – namely, the risk-takers of last resort – providing and/or guaranteeing key services the private sector cannot. In doing so they create a false trichotomy between the public, voluntary and private sectors.
- 2.15 Even so, if the government requires us to behave more like a business, they need to get serious about giving us the same sort of flexibilities the private sector enjoys. In particular, the refusal by the government to allow us to capitalise the restructuring and redundancy cost associated with reducing our budget to the

required level makes this a high risk budget which will severely deplete our reserves, and make it extremely difficult to deliver further savings unless the government change their position on this. In short this has meant that it will cost us in excess of £5 for every £10 we cut over the coming year.

- 2.16 We have listened to the residents of this Borough, and are warmed by both the quantity and tone of response. In shaping our response we are determined to honour our belief and our commitment to One Borough, One Future.
- 2.17 Specifically, Haringey stands as the most unequal Borough, in what is the most unequal city in the developed world, with levels of inequality not seen in the UK since the 1920's (not coincidentally in our view – just before the Great Depression), and not seen in London for 200 years. We believe the impacts of these are not just felt by the most vulnerable, we believe it undermines community trust, and most of all it undermines the sustainability of our economy – making it more difficult for us to consume that which we produce, driving down economic growth.
- 2.18 We are proud of some of the achievements we have made over the last 13 years – a rise in education standards and performance, reduction in poverty and child poverty, and a rise in employment. But we still have much to do – which is why we have set out our determination to tackle inequality head on – because we believe it will create a more prosperous, thriving, borough for all of us to work, live and enjoy. We have no doubt that this will be made more challenging within the current settlement, and under current measures that will see the first rise in absolute poverty in 15 years, but we are undeterred and committed to our role as an activist Council, working hard for its residents, with an ambition to work with our partners to create that better future for Haringey.

### 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.
- 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.
- 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.

#### **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.
- 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 However, the government have not responded in a positive way to any of these requests and the final grant notification shows no changes to the provisional settlement figures.
- 5.7 The proposals that form the basis of the proposed MTFP for the period 2011-2014 and are contained within this report are therefore based on the final grant settlement notification. 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)
- 5.8 The detailed assumptions that support the proposed MTFP are set out below and in the attached Appendices.

## 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 – Recommendations of the Overview and Scrutiny Committee and the Cabinet response (To be tabled).

## 7 Strategic Approach

- 7.1 Since the election of the Coalition Government there have been many announcements signalling significant reform in areas as wide-ranging as the NHS, regeneration, housing, schools and the welfare system. Following the October 2010 Spending Review and the December 2010 local government settlement, there will be a reduction in funding of approximately 28% over the next four years.
- 7.2 The financial settlement for Haringey represents a significantly higher level of reduction than expected. Haringey's funding shortfall for 2011/12 requires it to find £41m of savings and a further £43m over the next two years (total shortfall over three years of £84m). In overall cash terms the settlement for 2011-12 represents a confirmed grant loss of £34m. The reductions have been front loaded so that most cuts need to be made in 2011/12 resulting in the money available to public services being reduced more steeply and more quickly than ever before.
- 7.3 The Government's policy changes combined with the financial situation are changing the landscape for the public sector and represent significant challenges for the Council.
- 7.4 Hence the Council is reviewing the outcomes and priorities for Haringey and how these will be delivered. Two landmark papers describe the Council's policy approach and the future shape of the Council. The forthcoming policy paper One Borough One Future - Ambition for the "Better Society" sets out the vision for the kind of borough the Council wants and proposes outcomes and priorities for the future. It describes the imperative of tackling inequality in Haringey if we are to create a Better Society for its resident to live, thrive, and work. The Rethinking Haringey paper sets out the current challenges facing the Council and the plans for transforming its approach to delivering services that are responsive to need and with more emphasis on securing outcomes for our residents over direct delivery of service by the Council overall.
- 7.5 **The Council is committed to shaping and building, with our partners across all sectors, a Haringey that is more thriving, healthier, safer, sustainable place, empowering its residents and communities.**
- 7.6 During 2011 the Council will agree priorities and actions linked to these outcomes based on evidence of need and available resources. They will form the basis of the Council's outcomes framework and following agreement of the final budget proposals,

the new Council Plan. In addition departmental business plans will be developed to be published in May 2011.

## 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 Government and also the first under the new Spending Review announced on 20 October and the Final Local Government Settlement for 2011-12 announced on 31<sup>st</sup> January 2011.

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.
- 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
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 for 2012-13 are still provisional and may change. Any significant change would be a risk to the budgets as currently presented in this report from 2012-13 onwards.

### 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

### 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;
- 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;
  - 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 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 fund 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>

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. 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.
- 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;
- 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.
- 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);
- 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.

	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 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 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 Finance Settlement for Haringey 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 A robust approach to delivering best value in respect of capital receipts will be adopted. The council may consider using the facility of borrowing.

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

- 15.14 The 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 year's 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;
- 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;
  - 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	<b>8</b>	<b>3%</b>
Phone	28	18	6	<b>52</b>	<b>20%</b>
Written	130	24	26	<b>180</b>	<b>75%</b>
<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 The Overview and Scrutiny Committee met on 5<sup>th</sup>, 17<sup>th</sup> and 31<sup>st</sup> January 2011 to consider the Council's Medium Term Financial Plan. Particular attention was given to the proposed savings set out in Appendix 6 of this report, but all areas of the plan were given consideration by the Committee.
- 17.20 The Cabinet has given careful consideration to the specific recommendations made by the Committee and both the recommendations of the committee and the Cabinet's responses are set out in Appendix 12 (to be tabled).

## **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 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	23,648	11,173	18,863	53,684
Prior-year Agreed Growth	(640)	(203)	(25)	(868)
Prior-year Agreed Savings	(3,614)	(283)	-	(3,897)
Total Funding Requirement before Savings	<u>327,223</u>	<u>296,856</u>	<u>292,777</u>	
Total Projected Available Funding	286,169	273,939	273,039	
Total Savings Requirement	<u>(41,054)</u>	<u>(22,917)</u>	<u>(19,738)</u>	<u>(83,709)</u>
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	<u>(41,054)</u>	<u>(16,128)</u>	<u>(5,183)</u>	<u>(62,365)</u>
Budget Shortfall - Savings to be Identified	<u>-</u>	<u>(6,789)</u>	<u>(14,555)</u>	<u>(21,344)</u>



## New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11		2012/13 over 2011/12		2013/14 over 2012/13		Total	Impact on Service / Performance	Priority
				£'000		£'000		£'000				
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 uncontainable 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 uncontainable 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 uncontainable 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
	<b>Adults Culture &amp; Community Services Total</b>			<b>4,402</b>	<b>2,819</b>			<b>2,485</b>		<b>9,706</b>		
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

## 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	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)	£'000 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 status.	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	Impact on Service / Performance	Priority
	Corporate Resources			200	0	0	200		
	<b>Total</b>								
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			2,240	0	0	2,240		
	<b>Total</b>								
	<b>Grand Total</b>			<b>14,204</b>	<b>836</b>	<b>1,744</b>	<b>16,784</b>		

## Changes and Variations

Item	Potential / Known Budget Pressure	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000
1	Inflation	5,300	7,000	7,500	19,800
2	NLWA - additional cost of new facility			1,900	1,900
3	NLWA - 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 Haringey  
Pre-Agreed Investments  
2011/12 to 2013/14

Appendix 5.1

Pre-Agreed Revenue Investments													
Ref	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restated			Total Variance (Revised - Agreed) £'000	
				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
				£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	
1	Adults, Culture & Community Service	AC02 Adult Social Care Services	LD Non Transition Growth	450		450	To meet the needs of new cases of people with learning disabilities as the population increases. Based on national population data.	Figures have been revised using PANSI data over the coming 3 years. Growth in year 1 is slightly lower than anticipated. Years 2 and 3 form a new growth bid.	377			377	73
2	Adults, Culture & Community Service	AC02 Adult Social Care Services	LD Transition growth	939	60	999	To fund the increased needs of young people at or when they leave school or reach 18 in 2010-11. There has been a high number of people with complex needs transferring from children's in this group.	Continuous monitoring throughout budget management process. Some variations on anticipated activity for 2010/11.	939	60		999	0
3	Adults, Culture & Community Service	AC02 Adult Social Care Services Total AC03 Recreation Services	Sports and Leisure investment programme	1,389	60	1,449			1,316	60	0	1,376	73
4	Chief Executive's Service	CE Chief Executive and Electoral Services	One-off funding to cover the cost of local elections in 2010/11 for which no central Govt funding is received.	(76)	0	(76)			(76)	0	0	(76)	0
5	Corporate Resources	CR03 Corporate Finance / Audit	Accounting and Property Services Support for the Implementation of International Financial Reporting Standards (IFRS) to be implemented from 1 April 2010.	(300)	0	(300)			(300)	0	0	(300)	0
		CR03 Corporate Finance / Audit Total		(50)		(50)			(25)			(25)	(25)
6	Corporate Resources	CR074 Information Technology	Saving from tendering of Managed Service Provider (MSP) contracts, after one-off investment.	(150)		(150)	Reduction in IT contractual costs from Managed Service Providers	Work progressed as planned however, it has highlighted the need for an annual revaluation of the Commercial Portfolio to ensure on-going compliance. This is estimated to require an on-going resource of £25k.	(150)	0	0	(150)	0
		CR074 Information Technology Total		(150)	0	(150)			(150)	0	0	(150)	0

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

Pre-Agreed Revenue Investments													
Ref	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restated			Total Variance (Revised - Agreed)	
				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	4 Enables enhanced needs analyses to inform service provision. Essential to meet CAA requirements.	Support Functions Review of Policy & Performance in progress Business Intelligence Manager post (Information Manager) to be filled.	0	0	0	0	4
		<b>PP04 Policy &amp; Performance Total</b>		4	4	4			0	0	0	0	4
8	Urban Environment	UE08 Frontline Services	Effective procurement of Public Realm Strategic Contract	(150)	(150)	(150)		Procurement is scheduled to complete in 2010-11 so this budget will no longer be required - but £50k already taken as Legal saving in 10-11	(100)			(100)	(50)
		<b>UE08 Frontline Services Total</b>		(150)	(150)	(150)			(100)	0	0	(100)	(50)
9	Urban Environment	UE06 Strategic and Community Housing Services	Additional Resources to maintain momentum in Housing Improvement Plan	(250)	(250)	(250)	Will reflect restructures that are happening in the service.	Structures have moved on within Housing and this will now be met by Phase 1 of the Housing restructure	(250)			(250)	0
10	Urban Environment	UE06 Strategic and Community Housing Services	Private Sector Leasing Renewals	(694)	(694)	(694)	Payback of investment in earlier years	Backlog of renewals will be completed in 2010/11.	(694)			(694)	0
11	Urban Environment	UE06 Strategic and Community Housing Services	Rent Deposit Scheme	(264)	(89)	(353)	Payback of investment in earlier years	Scheme will be scaled down as demand falls.	(264)	(89)		(353)	0
		<b>UE06 Strategic and Community Housing Services Total</b>		(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)		First round of projects commissioned for 10/11. Second round of commissioning suspended subject corporate funding.		(60)		(60)	0
13	Urban Environment	UE09 Planning, Regeneration & Economy	Extension of an existing Credit Union into Haringey, 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.	Preparations for launch in Dec/Jan subject to changes in current legislation.			(25)	(25)	25

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

Appendix 5.1

Pre-Agreed Revenue Investments											
Ref	Directorate	Business Unit	Area / Service	As Agreed by Council			Revised or Restated			Total Variance (Revised - Agreed)	
				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		
		UE09 Planning, Regeneration & Economy Total		0	(60)	(60)	0	(60)	(25)	(85)	25
		Total		(541)	(89)	(630)	(543)	(89)	(25)	(657)	27
14	Alexandra Park & Palace	Alexandra Park & Palace	Ice Rink	-97	-114	-211	(97)	(114)		(211)	0
		<b>Grand Total</b>		<b>(638)</b>	<b>(203)</b>	<b>(841)</b>	<b>(640)</b>	<b>(203)</b>	<b>(25)</b>	<b>(868)</b>	<b>27</b>



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

Appendix 5.2

Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council		Progress	Revised or Restated				Variance (Revised - Agreed) £'000	
				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		
				£'000	£'000		£'000	£'000	£'000	£'000		£'000
1	Adults, Culture & Community Service	AC03 Recreation Services	Price increases - 5% above inflation spread over 2 years 2010/11 & 11/12.	125		125 Fees and charges benchmarking currently being undertaken, seeking to conclude and propose new schedule of charges by end of September 10 for inclusion in corporate performance report in Nov10.	125				125	0
2	Adults, Culture & Community Service	AC03 Recreation Services	Broadwater Farm Community Centre Refurbishment. The net saving includes cumulative additional running costs of £87k from 2010/11 to 2012/13.	18		18 linked to staffing efficiencies, through reshaping of programmed activity and staff requirements.	18				18	0
3	Adults, Culture & Community Service	AC04 Culture, Libraries & Adult Learning	Community programmes staff restructure.	40		40 FYE of 2010/11 saving. Achieved.	40				40	0
4	Adults, Culture & Community Service	AC04 Culture, Libraries & Adult Learning	Reconfiguration of Muswell Hill Library allowing extension of use of Radio Frequency Identification self issue system.	100		100 On target	100				100	0
5	Adults, Culture & Community Service	AC05 Commissioning & Strategic Services	Realignment of support services.	123		123 The Director of ACCS has agreed that this should be equally split between S&SS, Recreation and CLL. The SSS proportion is £41k and there are specific plans in place to achieve this saving.	123				123	0
6	Adults, Culture & Community Service Total	CE Chief Executive and Electoral Services	Deletion of a post in the secretariat	406	0	406	406	0	0	0	406	0
	Chief Executive's Services			1		1 This saving will be achieved.	1				1	0
	Chief Executive's Services Total			1	0	1	1	0	0	0	1	0
7	Policy, Performance, Partnerships & Communications	PP05 Communications	Eliminate Smart Talk design costs by switching to template system.	10		10 System now designed.	10				10	0
8	Policy, Performance, Partnerships & Communications	PP05 Communications	Design savings on council's overall MarComms outputs by using template system (over and above SFR savings).	40		40 Templates currently being created.	40				40	0
	Policy, Performance, Partnerships & Communications Total			50	0	50	50	0	0	0	50	0
9	Corporate Resources	CR02 Benefits & Local Taxation	Savings in the costs of design, production & amendments to BLT documentation currently incurred through DSI or Gandlake, by using Laserserve software.	20	0	20 Project brief and business case being developed with revised consideration of supplier.	20	0	0	0	20	0
10	Corporate Resources	CR02 Benefits & Local Taxation	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.	50	0	50 On target to achieve expected efficiency savings	50	0	0	0	50	0

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

Pre-Agreed Revenue Efficiency Savings											
Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Progress	Revised or Restated			Variance (Revised - Agreed) £'000
				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	
11	Corporate Resources	CR03 Corporate Finance / Audit	The planned reshape/restructure 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	It is likely that additional savings will now be achieved given the wider SFR of Financial Management that will be undertaken during 2010/11. These additional savings will be incorporated within the HESP.	15			0
12	Corporate Resources	CR03 Corporate Finance / Audit	Reconfiguration of cashier and payment services to customers.	65		65	Plans are in place to effect the closure of the cash office at 247 High Road by 30 April 2011.	65			0
13	Corporate Resources	CR04 Corporate Procurement	Alternative savings will be made across all budgets within the Procurement Service.	20		20	An accounts payable clerk is due to retire and this opportunity will result in deletion of the post to fund these efficiency savings.	20			0
14	Corporate Resources	CR05 Property	Review of Commercial Portfolio and implementation of Manhattan with improved debt management.		30	30	Savings have been achieved in prior years following the implementation of Manhattan. Currently it is expected that this further saving will be achievable even if not directly as a result of improved debt management.	0	30	0	0
15	Corporate Resources	CR05 Property	Commercial income - above inflation growth on income in future years.	33	32	65	The Commercial portfolio essentially comprises 2 parts, Industrial & Commercial (I&C) and Techno park. Current year projections show that although I&C is likely to achieve existing income targets, Techno park will not. Efforts will be made to identify alternative options to reduce budgets to deliver this saving.	33	32	0	0
16	Corporate Resources	CR05 Property	Additional fee income (Valuation / Development) Supporting regeneration projects not relating to Council Land.	10		10	Will achieve	10			0
17	Corporate Resources	CR05 Property	Hornsey Town Hall - Operational staff reductions.	30		30	Will achieve	30			0
18	Corporate Resources	CR05 Property	Additional efficiencies following the letting of the planned & reactive maintenance works contract in Sept. 2008.	25		25	Will achieve	25			0
19	Corporate Resources	CR05 Property	Additional fee income from Staff car parking scheme.	5		5	Will achieve	5			0
20	Corporate Resources	CR05 Property	Savings resulting from further structural changes and a review of Administrative process following the reshaping.	20		20	Will achieve	20			0
21	Corporate Resources	CR05 Property	Further savings through reduction in staffing levels supporting building related services.	88		88	Will achieve	88			0
22	Corporate Resources	CR05 Property	Reduced energy costs from the administrative building portfolio.	30		30	Will achieve	30			0
23	Corporate Resources	CR05 Property	Potential efficiency from the development of a shared helpdesk between Property & IT.	50		50	Will achieve	50			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			Progress	Revised or Restated			Variance (Revised - Agreed) £'000	
				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
24	Corporate Resources	CR05 Property	Modernisation of the Office Cleaning Service.	20		20	Will achieve	20			20	0
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	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	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 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	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	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	BPR is ongoing in high volume areas.	20			20	0
31	Corporate Resources	CR074 Information Technology	Merger of support functions.	25		25	Final tranche of pre-agreed savings - will be achieved for 2011/12.	25			25	0
32	Corporate Resources Total 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.	686	62	748		686	62	0	748	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	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	0	62	This will be achieved in the Play Service.	62	0	0	62	0
	Children & Young People's Service Total			445	0	445		445	0	0	445	0

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

Pre-Agreed Revenue Efficiency Savings											
Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council		Total	Progress	Revised or Restated			Variance (Revised - Agreed) £'000
				2011/12 over 2010/11	2012/13 over 2011/12			2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	
35	People & Organisational Development	PD02 Human Resources	Further review HR/OD service model for advisory & developmental delivery – work in partnership with others. Savings to be found from rationalisation of non-salary spend across the whole of the Directorate. Service reshape and service reductions.	61		61	Savings to be achieved through service review and added into HESP savings review proposals/targets.	61			0
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	As above	2			0
37	People & Organisational Development	PD03 Organisational Development	Service reshape and service reductions.	23		23	Savings to be achieved through SFR review of learnint and development, change management etc and subsumed into HESP savings review proposals/targets.	23			0
38	People & Organisational Development	PD04 Local Democracy	Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings.	40		40	The PBPR pre-agreed revenue savings totalling £57k are being covered by a full review of the service.	40			0
39	People & Organisational Development	PD04 Local Democracy	Review services and staffing	17		17	As above	17			0
	<b>People &amp; Organisational Development Total</b>			143	0	143		143	0	0	0
40	Policy, Performance, Partnerships & Communications	PP04 Policy & Performance	Overall Policy & Performance (PP04) resources reviewed.	57		57	This saving is absorbed into the Support Functions review of Policy & Performance.	57			0
	<b>Policy, Performance, Partnerships &amp; Communications Total</b>			57	0	57		57	0	0	0
41	Urban Environment	UE08 Frontline Services	Integrated Waste Management & Transport Contract.	1,165		1,165	Procurement is on-going and at present savings target is expected to be met. Some savings may be achieved by reductions in vehicle costs recharged to other Departments.	1,165			0
42	Urban Environment	UE08 Frontline Services	Additional income to be generated through the Parking Plan.	150	150	300	Parking income is at present well short of the budget target, although actions to increase income have been developed these are in the process of being considered.	300	0		0
43	Urban Environment	UE08 Frontline Services	Spend to save, Replacement of illuminated bollards with solar powered bollards.	33		33	This saving was linked to a capital bid in 2010-11 that was rejected - hence the revenue saving cannot be achieved.	0			33
44	Urban Environment	UE06 Strategic and Community Housing Services	Housing - Reduce Temporary Staff / Reduce Agency Staff / Review Number of Posts.	311		311	Structures have moved on within Housing and this will now be met by Phase 1 of the Housing restructure.	311			0
45	Urban Environment	UE06 Strategic and Community Housing Services	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.		221	221	Structures have moved on within Housing and this will now be met by Phase 1 of the Housing restructure.		221		0
46	Urban Environment	UE09 Planning, Regeneration & Economy	Reduced legal expenditure( both Internal and External).	10		10	Budgets to be amended. Service has reviewed its use of Legal services.	10			0
47	Urban Environment	UE09 Planning, Regeneration & Economy	Increased Pre application planning fees.	10		10	Number of PAPA's increasing, service is confident that the income for this service will increase.	10			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			Revised of Res/level			Total £'000	Variance (Revised - Agreed) £'000
				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		
48	Urban Environment	UE09 Planning, Regeneration & Economy	Review physical regeneration team as part of the 2nd phase of restructuring.	30		30	30			30	0
	Urban Environment Total			1,709	371	2,080	1,826	221	0	2,047	33
	Grand Total			3,497	433	3,930	3,614	283	0	3,897	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 <b>Review of HR services</b> - 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 <b>Review of OD&amp;L</b> - 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 <b>Apprenticeships &amp; Trainees</b> - cessation of corporate scheme	165	0	0	165	The current labour market is proving sufficient to provide staff.	Yes
4	Chief Executive's Service <b>CE projects budget - reduce by 25%</b>	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 <b>Cease Equalities Events Funding</b>	47			47	Events will need to be delivered through alternative routes such as the Third Sector.	No
6	Policy and Performance <b>Review of Customer Focus budget within Policy &amp; Performance</b> - 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 <b>Review of secretariat</b> - 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 <b>Review central feedback function</b> - 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 <b>Review of Transition &amp; Interpretation Service</b> - 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 <b>Reduce Corporate Landlord and Repairs and Maintenance</b> - 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 <b>Reduce Facilities Management specification</b> - 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 <b>Corporate management of property efficiency and Service Reduction</b> 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 <b>Reduction in Building Maintenance</b> 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

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	<b>Reduction in Soft Facilities management</b> 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</b> - External Hire	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>	<b>Reduction in the use of Mobile Phones</b>						
24 Council wide	<ul style="list-style-type: none"> <li>To achieve a reduction in total mobile call charges (percentage to be defined by further investigation)</li> <li>To establish clear eligibility criteria for mobile phone allocation and polices for mobile phone usage.</li> <li>To enable central enforcement of mobile phone usage</li> </ul>	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 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	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	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	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	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	Improve health & safety co-ordination	133	100	0	233	Merge corporate and schools H&S teams	No	
31	Smart Working Phase 2/Flexible 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 delayering	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	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	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 (12.5square 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 paybill 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 HfH 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 needs 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. Reprovision will be by review/reassessment with possible reprovision in other Older People's or Mental Health in-house or external day care services, or by Personal Budgets where appropriate.	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
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	E/A 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; Abyssinia 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

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	
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 sch</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 proposal is 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	

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
53	Adults & Commissioning  Remaining OP Residential Home - 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 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  Mental Health Unit Closure Alexandra Road - 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  Remaining OP day centre closures -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  Further staffing Efficiencies -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  Equipment and OT reductions - 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  Increase Adult Services Fees and Charges - 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
ACCS Grand Total		1,917	3,206	2,002	7,125		
Children and Young People's Service							

## 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
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	299	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	100	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 - 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 saving 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

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

Appendix 6.1						Equality Impact Assessment Required	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	
65	Children's Networks  Connexions - 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 will be combined with central support services or relocated elsewhere in the directorate	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 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 be 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

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
74	Behaviour and Inclusion <b>Behaviour Support and Inclusion Management</b> - This is a service largely funded by DSG and 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	<b>Review of Trading Standards</b> - reduction in administration and management together with cessation of food sampling.	100			100	Efficiency saving with no anticipated impact on service	Yes
76	<b>Reduction in noise complaint service provision</b> - 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	<b>Noise complaints</b> - reduction in extra patrols/extended response times	50			50	Further increase in service user dissatisfaction.	Yes
78	<b>Noise complaints</b> - out of hours surveillance only	50			50	Response will be limited to monitoring and witnessing rather than intervention.	Yes
79	<b>Air quality monitoring</b> - reduction in sampling to match grant funding.	20			20	Reduction in service if grant funding is reduced or withdrawn.	Yes
80	<b>Trading standards inspection programme</b> - reduce under age sales surveillance and investigation of counterfeiting.	50			50	Potential increase in under age sales and counterfeiting.	Yes
81	<b>Street enforcement</b> - planned operations limited to normal working hours.	50			50	Potential increased non compliance out of hours.	Yes
82	<b>Increase FPNs smoking enforcement</b> - 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	<b>Street enforcement</b> - ward sharing	85			85	Less on street enforcement	Yes
84	<b>Remove support for Greenest Borough Strategy board &amp; programme</b>	35			35	Efficiency saving with no anticipated impact on service	Yes
85	<b>Gross Service Restructure</b> - 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	No	
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	Yes	
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	No, existing EIA should cover	
11	Member Allowances Following the Governance review it is proposed to merge some Committees. This will achieve savings in Members Special Responsibility Allowances (SRA's).	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	
POD/PPPC/CE Grand Total		2,168	302	0	2,470			
<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	EqlA 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 in 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	

## Appendix 6.2

## 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
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 requests 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&LIT & Customer Services Closure of Hornsey CSC	108		22	130	No visiting option for one side of the borough	Yes
27	B&LIT & 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&LIT & Customer Services Saving resulting from grading review	250			250	No impact	Check existing EIA is sufficient
29	B&LIT & Customer Services Reduction of internal calls to switchboard	18			18	Benefit realisation dependant on comms and change management	No
30	B&LIT & Customer Services Management reshaping, delayering and reduction from the integration of CS/BLIT 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. 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 SLA's, and back office to receive agreed corporate standards.	Yes
31	B&LIT & Customer Services Reduce hours of Call Centre from 8-6 to 9-5	30			30	Calls would be taken by Vangent 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	MPS and BTCV, and a possible reduction in support for enforcement and green outreach work.	Yes
38	Recreation Services Broadwater Farm Community Centre Efficiency - 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 White Hart Lane Community Sport Centre - 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. 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.	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 Leisure Service Option Review - 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 Recommission and efficiency from grant funding to voluntary/third sector and London Boroughs Grants Committee	396	370	0	766	London Councils are returning the funding with the expectation that the funding is invested in voluntary sector, demonstrating priorities through a 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

## Appendix 6.2

## 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
42 Recreation Services	<b>Franchise Leisure catering at Park Road Leisure Centre and Tottenham Green Leisure Centre</b> - 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	<b>Commercial Leasing of Parks Based Facilities</b> - 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.	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	<b>Supplies and services budget reduction</b> - a temporary 10% reduction was made during 2011/12. This saving assumes the reduction to be permanent.	300			300	None	No
45 Safeguarding & Strategic Services	<b>Senior Management</b> - Deletion of 1 Post	115			115	Low impact	No
46 Safeguarding & Strategic Services	<b>Framework-I Systems Development Team</b> - 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	<b>Financial Assessment Team</b> - 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	<b>Safeguarding Service</b> - Deletion of 1 post	62			62	Low impact	Yes
49 Adults & Commissioning	<b>Assessment &amp; Care Management Practice Managers</b> - 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	<b>Admin &amp; Business Support Review</b> - Staffing reductions across the admin and business support functions in both Business Units	210			210	Low impact	Yes
51 Recreation Services	<b>Wolves Lane Horticultural Nursery Staffing</b> - To reduce the current number of Parks Operative posts on site	48			48	Reduced horticultural production support	Yes
52 Recreation Services	<b>Reduction in Parks Supervisory and Support Staff</b> - 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	<b>Sports &amp; Leisure Management Reduction</b> - 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	<b>Close Catering Unit at Tottenham Green Leisure Centre</b> - 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	<b>Staffing and Book Fund Reductions</b>	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

## 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
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 focussing 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		
<b>Children and Young People's Service</b>							
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 focussed 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

## Appendix 6.2

## 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
63	Children's Network Integration of Behaviour, Attendance and Welfare service including management efficiencies.	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 Additional minor proposals and changes to phasing in the BSD Business Unit	103	(3)		100	Responsibilities have been distributed elsewhere within the service.	Yes
65	Children and Families 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.	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 Additional savings from new Public Realm contract above the level pre-agreed in the 2010-11 budget.	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 Increased income from Permit and Pay and Display Parking Charges	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 Strategic and Community Housing Services Reduced cost of Street Lighting Contract	40			40	This is already in place and will delivered next year.	No
69	Community Housing Services Licensing of Houses in Multiple Occupation	100			100	Beneficial impact from income generation from existing resources and improved regulation of HMOs.	Screening
70	Planning, Regeneration and Economy Restructure of Planning, Regeneration and Economy	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 Increased Section 106 drawdown	70			70	No impact	No
72	Planning, Regeneration and Economy Increased demand and extra charges for pre-application advice	50			50	There will be no impact on performance. Should Govt regulations allowing Planning fee increase be allowed (March 2011), this can be offset. 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 Reduction in funding for Haringey Guarantee programme by the former ABG	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

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		100	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 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
UE Grand Total		6,545	875	0	7,420		
Sub Total Appendix 6.2		30,316	4,188	(492)	34,012		

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	(526)	526	0	0				
61	Supporting People Programme Reduction	(1,300)	1,300	0	0				
	Early Years and Childcare	(1,826)	1,826	0	0				
	<b>Slippage Risk Provision Total</b>	<b>28,490</b>	<b>6,014</b>	<b>(492)</b>	<b>34,012</b>				
	<b>Sub Total Appendix 6.2 including Slippage Risk Provision</b>	<b>41,054</b>	<b>16,128</b>	<b>5,183</b>	<b>62,365</b>				
	<b>Grand Total Savings Proposals to Cabinet 8th February 2011 (Appendix 6.1 and 6.2)</b>								

## 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. However, given the scale of the redundancy costs the Council is to incur, this reserve will now be utilised 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>

## Appendix 7.2

**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.

## Appendix 9.2

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

SF Minute ref:	School Forum Recommendation
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.

SF Minute ref:	School Forum Recommendation
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								
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>								
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>
<b>In-Year Use of Balances</b>		<b>(291)</b>		<b>(8)</b>		<b>(385)</b>		<b>83</b>		<b>253</b>
<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>

	Proposed Budget 2011/12 £'000	Indicative Budget 2012/13 £'000	Indicative Budget 2013/14 £'000	Total £'000
<b>Draft Expenditure Budget</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	14,943	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.				
Capital Receipts Analysis:				
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 Hariney Council Capital Programme 2011/12 to 2013/14

Ref. No.	Name of Capital Scheme	Total Planned Expenditure Budget			Total Funding Source (3 years)				
		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 gutters 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 Gyrotory - 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.

Ref. No.	Name of Capital Scheme	Total Planned Expenditure Budget				Total Funding Source (3 years)			
		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	Use of reserves £'000	Total £'000
<b>Corporate Resources</b>									
<b>Accommodation Strategy Programme</b>									
18	Hornsey Town Hall Refurbishment & Development**	2,086	8,230	10,204	20,520	17,020	0	3,500	20,520
19	Accommodation Strategy Phase 2 (Including Haringey Council Offices)**	1,370	1,430	0	2,800	0	2,800	0	2,800
<b>Sub-total Accommodation Strategy Programme</b>		<b>3,456</b>	<b>9,660</b>	<b>10,204</b>	<b>23,320</b>	<b>17,020</b>	<b>2,800</b>	<b>3,500</b>	<b>23,320</b>
20	Information Technology Capital Programme (Corporate)	750	500	500	1,750	0	1,750	0	1,750
21	Repairs & improvements for the operational and community buildings portfolio	750	750	750	2,250	0	2,250	0	2,250
22	Monroe Industrial Units - rebuilding works after fire, bid for additional resources to support insurance monies.	250	0	0	250	0	250	0	250
<b>Sub-total Other Corporate Resources</b>		<b>1,750</b>	<b>1,250</b>	<b>1,250</b>	<b>4,250</b>	<b>0</b>	<b>4,250</b>	<b>0</b>	<b>4,250</b>
<b>Total Corporate Resources</b>		<b>5,206</b>	<b>10,910</b>	<b>11,454</b>	<b>27,570</b>	<b>17,020</b>	<b>7,050</b>	<b>3,500</b>	<b>27,570</b>
<b>Alexandra Palace &amp; Park Charitable Trust</b>									
23	Works to rectify dilapidations & back log maintenance on buildings	500	0	0	500	0	500	0	500
<b>Total Alexandra Palace &amp; Park Charitable Trust</b>		<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>500</b>

\*\* Subject to self-financing business case.

Ref. No.	Name of Capital Scheme	Total Planned Expenditure Budget				Total Funding Source (3 years)						
		Estimated Spend Up To 31.3.11 (where stated) £'000	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	Use Of Capital Receipts £'000	SCE(R) Single Capital Pot £'000	Use of reserves £'000	Total £'000
24	Primary and Pre-School Programme											
25	PCP - Broadwater Farm ILC	6,470	5,437	769	12,676	9,393	1,000	2,283	0	0	0	12,676
26	Rhodes Avenue Expansion to 3 FE	3,417	2,670	354	6,441	3,527	1,838	0	1,076	0	0	6,441
27	Coleridge Primary Expansion	276	0	0	276	276	0	0	0	0	0	276
28	Downhills re-model entrance, reception, kitchen	500	0	0	500	500	0	0	0	0	0	500
29	Mulberry modernisation	1,200	1,400	400	3,000	3,000	0	0	0	0	0	3,000
30	Pupil Place expansion fund	1,000	2,000	5,069	8,069	2,127	2,620	0	3,322	0	0	8,069
31	Alternative provision (Primary)	50	1,150	0	1,200	1,200	0	0	0	0	0	1,200
32	PCP Delivery costs	500	600	600	1,700	1,700	0	0	0	0	0	1,700
	PCP Programme Contingency	250	250	1,000	1,500	1,250	0	0	250	0	0	1,500
	(A) Sub-total Primary and Pre-School Programme	13,663	13,507	8,192	35,362	22,973	5,458	2,283	4,648	0	0	35,362
33	Planned Asset Improvement											
34	Electrical and reactive condition works	1,000	2,000	2,500	5,500	1,648	0	0	3,852	0	0	5,500
35	PFI Costs - Lifecycle Fund	1,000	500	0	1,500	1,241	159	0	100	0	0	1,500
	(B) Sub-total Planned Asset Maintenance	2,200	2,700	2,700	7,600	2,889	159	0	3,952	0	0	7,600
36	Devolved Schools Capital											
	Devolved Capital	804	800	800	2,404	2,404	0	0	0	0	0	2,404
	(C) Sub-total Planned Devolved Schools Capital	804	800	800	2,404	2,404	0	0	0	0	0	2,404
37	Social Care And Other											
	Carer Home Adaptations	100	100	100	300	300	0	0	0	0	0	300
	(D) Sub-total Social Care And Other	100	100	100	300	300	0	0	0	0	0	300
	(E) Total CYPs excluding BSF (E=A+B+C+D)	16,767	17,407	11,792	45,666	28,566	5,617	2,283	8,600	0	0	45,666
38	Building Schools For The Future (BSF) - School Projects											
39	Alexandra Park	3,765	38	0	3,803	3,803	0	0	0	0	0	3,803
40	Fortnere/Blanche Neville	4,553	33	0	4,586	4,586	0	0	0	0	0	4,586
41	Gladsmore	12,214	192	0	12,406	12,406	0	0	0	0	0	12,406
42	Heartlands High School	31,758	1,153	247	33,158	1,200	0	0	0	0	0	33,158
43	Highgate Wood	4,953	0	0	4,953	4,953	0	0	0	0	0	4,953
44	Hornsey Girls	4,878	49	0	4,927	4,927	0	0	0	0	0	4,927
45	John Loughborough	5,076	0	0	5,076	5,076	0	0	0	0	0	5,076
46	Northumberland Park/Vale	16,434	184	0	16,618	16,618	0	0	0	0	0	16,618
47	Park View Academy	12,744	130	0	12,874	12,874	0	0	0	0	0	12,874
48	St Thomas More	7,945	75	0	8,020	8,020	0	0	0	0	0	8,020
49	Woodside High	22,333	5,687	188	28,208	28,208	0	0	0	0	0	28,208
50	Young Peoples Centre	5,376	0	0	5,376	5,376	0	0	0	0	0	5,376
51	ICT MSP Contract	12,139	1,605	0	13,744	13,744	0	0	0	0	0	13,744
52	BSF Other - Total	20,624	64	2,080	22,768	22,768	0	1,500	560	0	0	24,828
	BSF Programme Contingency	6,988	185	25	7,200	7,200	0	0	0	0	0	7,200
	(F) Sub-total BSF School Projects	171,780	9,395	3,409	184,584	184,584	0	1,500	560	0	0	186,644
	Total Children & Young People	171,780	26,162	20,516	218,464	218,464	0	5,617	9,160	800	0	224,041

Ref. No.	Name of Capital Scheme	Total Planned Expenditure Budget			Total Funding Source (3 years)			
		Proposed Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Indicative Original Budget 2013/14 £'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	0	1,000	0	1,000
54	Transferable Discount Scheme	100	0	0	0	100	0	100
55	Estate Improvement	50	50	50	0	0	150	150
56	Planned Preventative Maintenance	5,854	5,854	5,854	0	0	17,562	17,562
57	Structural Works	300	300	300	0	0	900	900
58	Extensive Void Works	400	400	400	0	0	1,200	1,200
59	Energy Conservation	150	150	150	0	0	450	450
60	Boiler Replacement	67	67	67	0	0	201	201
61	Affordable Housing	850	0	0	0	850	0	850
62	Lift Improvements	2,000	2,000	2,000	0	0	6,000	6,000
63	Decent Homes	1,933	1,300	0	3,233	0	0	3,233
64	Asbestos Removal	200	200	200	0	0	600	600
65	Essential Capital Works	200	200	200	0	0	600	600
66	Major Works Voids Conversions	100	0	0	0	100	0	100
67	Mechanical & Electrical Works	2,877	2,877	2,877	0	0	8,631	8,631
68	Professional Fees	1,408	1,408	1,408	0	0	4,224	4,224
69	Sewage & Drainage	37	37	37	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>3,233</b>	<b>2,050</b>	<b>40,629</b>	<b>45,912</b>

Draft Capital Programme 2011/12 to 2013/14

Total Planned Expenditure Budget

Total Funding Source (3 years)



**Haringey** Council

## **URGENT BUSINESS SHEET**

**Report Title: Childcare in Haringey**

**Committee/Sub etc: Cabinet**

**Date: 8 February 2011**

The report is late because we have been working with members to develop the detail of this proposal. The issues are complex and potentially affect a large number of residents. This report has been prepared in tandem with a report to 8 February Cabinet on the Sustainability of Children's Centres in Haringey. The lateness of the Government's financial settlement and the transfer of the funding for Children's Centres into the Early Intervention Grant has meant that decisions could not be taken in isolation.

The report is too urgent to await the next meeting because formal consultation needs to commence urgently regarding the proposed changes to the fee structure and charges, and also the proposed reductions in levels of grant funding to the voluntary and community sector. Delays in doing this will impact on our capacity to achieve the required savings.

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The Head of Local Democracy & Member Services concurs with the admission of this item.

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Agenda item:

**[No.]****Cabinet Meeting****On 8 February 2011**

Report Title. Childcare in Haringey

Report of **Peter Lewis, Director of the Children & Young People's Service**

Signed :

Contact Officer : Ngozi Anuforo

Children's Centre and Extended Services Strategic Manager (x4681)

Wards(s) affected: **All**Report for: **Key decision****1. Purpose of the report (That is, the decision required)**

- 1.1. To provide information on, and seek agreement in principle, for proposed changes to the fee structure and charges by the Council for the under fives childcare offered through our children's centres. This proposal is subject to both consultation and an equalities impact assessment. We will advise members of the outcome of these exercises.
- 1.2. To provide information on and seek agreement, in principle, for a proposed reduction in the levels of grant funding provided to Voluntary and Community sector childcare providers for sustainability. This option will be consulted on and we will advise members of the outcome of this exercise.
- 1.3. To seek agreement for the recommendations set out at 4.1 to 4.5 of this report.

**2. Introduction by Cabinet Member (if necessary)**

- 2.1. Provision of good quality childcare is important in enabling parents to go out to work while feeling secure that their child is happy and thriving. Haringey has a good tradition of providing low cost, high quality childcare across the borough.
- 2.2. Government funding cuts have necessitated a review of the cost of children provision as against income from fees charged. The current level of subsidy is no longer sustainable and charges need to rise as a result.
- 2.3. We are proposing increases which relate to the age of the child, and therefore the costs incurred, and the income of parents. Efforts will be made to ensure all parents who qualify for tax credits claim their entitlement and charges will be based on ability to pay.

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

- 3.1. The Local Authority has a statutory duty under the Childcare Act 2006 to secure sufficient high quality childcare for children aged 0-14 (up to 19 for disabled children) to meet the needs of working parents and parents undertaking education or training leading to work.
- 3.2. The Childcare Act 2006 requires the Council to:
  - Secure sufficient high quality childcare for working parents and parents undertaking education or training leading to work, which is affordable, sustainable, inclusive and of sufficient range (Section 6)
  - Secure sufficient free early years provision of 15 hours per week for a minimum of 38 weeks per year for all three and four year olds (Section 7)
  - Assess the sufficiency of childcare in the local area at least every three years (Section 11)
  - Provide information for information, advice and assistance to parents regarding provision of childcare (Section 12)
  - Provide information, advice and training to childcare providers (Section 13)

This statutory duty is aligned to a number of key council priorities and reflects the fact that childcare is a driver for the Council fulfilling its early years outcome duties under the Childcare Act 2006 and contributes to the Child Poverty agenda.

- 3.3. Links to the Children and Young People's Plan 2009 - 2020 priorities set out below;
  - Priority 1 – to improve health and well-being throughout life
  - Priority 3 – to improve safeguarding and child protection
  - Priority 4 – develop positive human relationships and ensure personal safety

Priority 5 – develop sustainable schooling and services with high expectations of young people

Priority 6 – engender lifelong learning for all across a broad range of subjects both in and out of school

Priority 10 – Empower families and communities

3.4. The programme also links with the Council's Sustainable Community Strategy - 2007-2016, in particular the outcomes;

*-Economic vitality and prosperity shared by all*

*-Safer for all*

*-Healthier people with a better quality of life.*

3.5. The programme supports the delivery of the Council's Child Poverty Strategy and Action Plan 2008-2011, with particular respect to;

Objectives 1: Addressing worklessness and increasing parental employment in sustainable jobs

Objective 2: Improving the take-up of benefits and tax credits

Objective 3: Reducing educational attainment gaps for children in poverty

#### **4. Recommendations**

4.1. That Cabinet agrees, in principle, to the introduction of new fee structure for Children's Centres from September 2011.

4.2. That Cabinet asks officers to explore the introduction of differential fee rates in 2012-13 based on ability to pay as exemplified in Appendix 3.

4.3. That Cabinet agree, in principle, to a reduction in the level of funding provided to voluntary and community sector providers, in the context of significant reductions in Council funding after April 2011 and the impact of the Early Years single funding formula.

4.4. That Cabinet note that a review is currently being undertaken of the provision of full-time early education places for 3 and 4 year olds. A report will be submitted to Cabinet for consideration in the autumn 2011.

4.5. That Cabinet, with the Leader's agreement, delegates the final decisions on the matters identified in Recommendations 4.1 and 4.2 above to the Cabinet Member with portfolio responsibility for Children's Services, in consultation with the Director of Children's Services, following appropriate consideration of the results of any consultation and with due regard to the Council's duties under the Equality Act 2010.

#### **5. Background**

##### **5.1. Early Years Policy**

Haringey's Early Years policy recognises the importance of high quality early years

education.

## **5.2. Childcare in children's centres**

As part of the first phase of children's centre development, the Council was required to provide childcare as part of the children centre service offer in those centres located within the 20-30% most deprived super-output areas.

The provision of childcare is seen as a key part of Haringey's Child Poverty strategy through enabling parents to access employment and training, as well as supporting children to benefit academically from access to high, quality early education and care in their earliest years.

The fee charged for childcare in children's centres offering full-time childcare for 0-4 year olds is currently set at a flat rate of £175. This fee rate was introduced by the Council in September 2007 and, at the time, reflected a level of fee that would enable eligible parents from the lowest income families to claim the maximum childcare element of the Working Families tax credit. The fee level of £175 was also within the averages across London at the time.

The childcare market within Haringey has continued to change. Since 2007, there has been a steady increase in demand for childcare places for children under 3, whilst childcare for 3 and 4 years olds has remained more steady; with fee-paying places being more difficult for providers to fill due to the entitlement of three and four year old children to 15 hours of free early years education per week.

The income generated by centres from a flat fee of £175 for all ages does not meet the direct costs of staffing and resources for the childcare provision. To this end, an average annual subsidy of £1, 557,000 has been drawn down from Dedicated School Grant and £400,000 from Sure Start grant funding to meet the shortfall in income.

From April 2011, a new Early Intervention Grant will replace the Sure Start grant; currently the main source of children's centre and early years funding in Haringey.

The Early Intervention Grant (EIG) is not ring fenced and there is no obligation to use the grant for any of these purposes. It also subsumes a number of other grants that were previously allocated separately. In April 2010, the total of all of the separate grants amounted to £20,282,783. Haringey's EIG allocation for 2011-12 is £15,748,000 and for 2012-13 is £16,036,000.

Budgetary pressures will mean that it will no longer be possible to continue with the £400,000 subsidy. This creates an even greater gap between the maximum income centres can generate through a flat fee of £175 and the cost of staffing and resources at existing levels.

As a result of Ofsted regulations and requirements, the costs of providing childcare increases for children under 3 and for babies. We are proposing to address this by introducing a range of fees that will differentiate between the age bands, 0-2, 2-3 and 3-4 years.

The range of household income levels in Haringey suggests that there is less need for a subsidised childcare place for our most affluent families.

Since its introduction in 2007, the £175 rate has not been increased by inflation or in relation to increased staffing costs.

In 2010, a review of fees was undertaken in order to identify options for a new fee structure for Haringey that could support the delivery of more sustainable childcare across the children's centres. The outcome of the review suggests that the introduction of differentiated fees rates for children under 2 and over 2 would be in line with many other local authorities and providers in the private and voluntary sectors within Haringey.

### **5.3. The sustainability of childcare in Haringey**

A number of community and voluntary sector childcare providers in Haringey operate within areas of high deprivation. Information gathered in previous years has told us that the levels of fees charged by these providers do not cover the costs of delivering the childcare.

As a response to this, the Council has, for many years, provided a sustainability grant to support the provision of affordable childcare. For 2010-11, the total grant allocation was £320,000, made up of £196,000 Sure Start, Early Years and Childcare grant funding and £124,000 of core Council funding.

The allocations of grant funding for 2010/11 are shown at **Appendix 1**.

The proposal is to reduce the level of subsidy funding provided by £200,000.

The introduction of an Early Years Single Funding formula from April 2011 will provide a mechanism for the distribution of DSG funding for the 15 hours free early education offer for 3 and 4 year olds. The formula will provide a more equitable and transparent mechanism for funding early years education places across maintained, private, voluntary and independent sector providers and will, as a consequence of funding following the child, lead to the re-distribution of funding from the maintained to the PVI sector. It is anticipated that this increase in funding levels will support the sustainability of community and voluntary providers offering places for 3 and 4 year olds.

#### **Affordability of childcare**

A national survey of childcare costs<sup>1</sup> in 2010 has reported that the costs of childcare for children under 5 in London as in previous years remain the highest childcare costs nationally. The average yearly costs of childcare stated below are based on 50 hours childcare per week over 48 weeks of the year. 50 hours equates to 8am – 6pm, 5 days per week.

	Childcare Costs (yearly expenditure)
London average (source: Daycare Trust survey)	£11,336
Haringey overall average (source: Haringey FIS survey)	£10,000
Haringey Children Centres	£9,100

This supports the recommendation for an increase in the current fee rate charged.

The Government provides tax credits to assist families with the costs of childcare for children aged 0-14. Tax credit enables families to claim up to 80% of £175 per week for one child and up to 80% of £300 for two or more children. Tax credit is means tested; therefore the lower the income, the more tax credit can be received.

Central Government data suggests that the take up of the childcare element of working tax credit in Haringey as at April 2010 is 15.79% with the London average being 18.38%. In light of the low take up of childcare tax credit, work is ongoing through our children's centres to monitor and increase take up of childcare tax credit in the borough and to understand barriers to take up.

The changes to the eligibility criteria, proposed by the current Government from April 2011, for childcare tax credits and the benefits system, are likely to have a negative impact on the numbers of parents within the borough able to afford childcare.

#### Free part-time early education provision for Two Year olds

Haringey Council has been amongst 10 Local Authorities involved in the delivery of the Two Year Old pilot programme in which disadvantaged 2 year olds are offered 15 hours of free nursery education per week. For this purpose, the Council received a ring-fenced grant totalling £1,004,000 in 2010/11. From April 2011, there will no longer be a separate ring-fenced grant to deliver this programme.

<sup>1</sup> National Childcare Campaign Daycare Trust – Childcare costs survey 2010, this is the ninth annual childcare survey conducted by the Daycare Trust

This programme has been successful in identifying vulnerable children and enabling them to access early education, alongside targeted family support through our children's centres programme. Whilst the Government has stated a commitment the continuation of the programme and have outlined an expectation that Local Authorities continue to offer such a programme from April 2011 It has not provided any additional funding. Indeed the new Early Intervention Grant in which previous funding has been subsumed has actually been reduced by 20% in from an equivalent of £20.3m in 2010-11 to £15.7m in 2011-12.

So the reduced level of funding impacts on our ability to offer the provision for two years olds at the same level.

#### Free part-time early education provision for three and four year olds

As part of our duty to secure the sufficient supply of free 15 hours of early education per week for Haringey's population of eligible 3 and 4 year olds, the Council must ensure that our most vulnerable and disadvantaged children are accessing their full entitlement. In 2010, Haringey's population of eligible 3 and 4 year olds (excluding 4 year olds in maintained reception classes) was 5,284. An analysis of the access of free entitlement places in the 2010 Spring Term has shown a 73% take up.

#### **5.4. Childcare for disadvantaged and vulnerable children**

Research has shown that high quality childcare is second only to good parenting and provides young children with the best possible start in life. This promotes narrowing the gap in attainment and reducing inequalities. The profile of Haringey and the high levels of deprivation mean that childcare is an important lever in reducing child poverty in the borough. Variations in the quality of childcare on offer in Haringey mean there is an imperative to reduce the inequality that exists between the west and east of the Borough and establish a greater degree of consistency in quality for all children.

#### Free full time nursery education places for three and four year olds

Within the borough, the provision of these part-time places is enhanced by the provision of 560 full-time nursery class places for 3 and 4 year olds across 23 of our primary schools with nursery classes.

The current provision of full-time nursery education places are funded through the DSG and children's centre funding streams and are profiled as follows;

	<b>Places/Pupils</b>	<b>Current funding</b>	<b>Current method of allocation</b>
		<b>£</b>	
Nursery school	115	443,574	Fixed allocation of

			places
Nursery School: special educational needs (SEN) places	23	183,705	Fixed allocation of places
Nursery class places (Maintained Primary schools)	517 (560 capacity)	1,994,152	Places established across 23 schools. Allocation via individual school's admissions process.
Nursery class places (Statemented support)	2	22,168	As required. Allocation to places via SEN panel.
Children's Centres: SEN - age 3+	7	99,036	Pre-planned places in individual centres. Allocated via SEN or CAF panels. Reviewed annually
Children's Centres: Language places - age 3+	15	213,120	Pre-planned places in individual centres. Allocation via CAF panel. Reviewed annually
Children's Centres: Child in Need - age 3 +	10	142,080	Pre-planned places in individual centres. Allocation via CAF panel. Reviewed annually
Woodside CC: White Hart Lane Autistic Unit	6	118,000	Places allocated via SEN or CAF panels
Additional funding for places and resources for SEN		100,000	Responsive. Allocation via SEN and CAF panels
<b>TOTAL</b>	<b>695</b>	<b>3,315,835</b>	

This pattern of provision meets current levels of need.

A review of the current provision of free full-time early education places is necessary in order to ensure that there is a sufficient supply across the borough of 15 hour, free early education provision for the whole population of three and four year olds in Haringey; particularly for those children identified as having a special educational need (SEN) or a disability. In addition to this, we will need to ensure that children with SEN or a disability are able to access a free place for the same number for hours as is the entitlement for all 3 and 4 year olds.

In line with Haringey's early years policy, the continued provision of free full time early education places into the future will need to;

- Ensure that children identified as in need of a free full-time place are able to

benefit from high quality early learning and care opportunities and access a place rated by Ofsted as good or better.

- Employ mechanisms for the allocation of places that ensure that where children are in need of such a place, the criteria for access is fair, unambiguous and applied consistently across the borough.
- Enable the regular review of the capacity, utility and location of any free places allocated on a planned basis.
- Introduce a greater degree of responsiveness to the needs of the child and their family circumstances.

## 6. New Charging Proposals

### Cost of Service Provision

6.1. Haringey has a mixed market of childcare providers for children aged 0-5 consisting of Children Centre nurseries, playgroups, private nurseries, independent schools, childminders, nursery classes in maintained primary schools and nursery schools.

The table below shows the range of childcare costs in Haringey.

Childcare Setting	Childcare Costs
Haringey PVI day care weekly costs	Range £159 - £269
Haringey childminders weekly costs	Range £160 – £280
Haringey Children Centres weekly costs	£175
Haringey Playgroups cost per 3 hour session	Range £4.75 - £11.35

Source of Information – Haringey Family Information Service, February 2010 survey

6.2. The demand for childcare places for children aged 0-2 remains high across the borough, whilst demand for childcare places for 3 and 4 year old is much more variable.

It is proposed to introduce changes to the current fee structure for childcare in Haringey in two stages over a two year period spanning 2011-12 and 2012-13. The first stage will introduce new fee rates for childcare based on the age of the child in 2011-12. Younger children cost more to care for because of higher staffing ratios. The second stage will be to introduce a sliding scale that applies new income bands to determine the fee rate to be paid by parents. The potential income bands would be determined following a review of the impact of the stage one fee increases, changes in Haringey's employment levels over the coming year and of changes to the benefits and tax credit system.

Appendices 2 and 3 provide an overview of the average household incomes in Haringey and an exemplification of a sliding scale model for fee charges.

### Childcare Tax Credit (CTC)

6.3. From April 2011, the threshold for eligibility for tax credits will be lowered to an annual household income of £40,000. The Government have outlined a further reduction in this threshold to £30,000 in 2012. The impact of this will be that for many families, their levels of tax credit and childcare tax credit will be reduced at a rate of 41% once they exceed the income thresholds.

Currently the maximum that can be claimed by a parent working 16 hours or more is as follows;

One child:	Childcare costs up to a maximum of £175. At the maximum rate of £175, parents can receive up to a maximum of £140 in CTC.
Two children or more:	Childcare costs up to a maximum of £300. At the maximum rate of £175, parents can receive up to a maximum of £240 in CTC

Only the lowest income families are likely to be able to claim the maximum childcare tax credits.

### Charging Proposals

6.4. The recommendation to introduce differentiated fees for the childcare provided within our children's centres reflects the changing demand for childcare in Haringey and our need to improve the sustainability of children's centres within current budget constraints.

The tables below outline the current and revised rates being proposed for both weekly and daily users.

#### **Weekly Users** Current weekly childcare fee rates

\* Based on 50 hour per week provision: 8-6pm per day and 48 weeks per year.

Age Range	Direct cost per hour (£)	Current charge per hour (£)	Cost per week per child (£)	Current charge per week (£)
0-2	6.70	3.50	335	175
2-3	5.35	3.50	267.50	175
3 & 4	5.21	3.50	260	175

Proposed weekly child care fee rates

Age Range	Direct cost per hour (£)	Current charge per hour (£)	Cost per week per child (£)	Proposed new charge per week (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	3.50	335	225	168.75
2-3	5.35	3.50	267.50	200	150
3 & 4	2.68	3.50	260	175	131.25

**Daily Users**Current and proposed daily childcare fee rates

\* Based on 50 hour per week provision: 8-6pm per day and 48 weeks per year.

Age Range	Direct cost per hour (£)	Current charge per hour for a daily rate (£)	Current daily rate per child (£)	Proposed new charge per hour for a daily rate (£)	Proposed daily rate per child (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	4.25	42.50	5.40	54	40.50
2-3	5.35	4.25	42.50	4.80	48	36.00
3 & 4	2.68	4.25	42.50	4.25	42.50	31.88

**Comparative Fee Rates**

6.5. The proposed increases are based on the outcomes of a fee review and information about the typical childcare rates across Haringey. The proposed

levels of increase are reflective of the average fees for children under the age of 2 and over the age of 2 in Haringey, as shown below.

Average costs in Haringey

Under 2's	£221
Over 2's	£197

6.6. Consideration was also given to the fees charged in our neighbouring boroughs and statistical neighbours.

<b>Local Authority</b>	<b>Age range</b>	<b>Age range</b>	<b>Age range</b> <small>*Excluding the free early education element</small>
	<b>0-2</b>	<b>2-3</b>	<b>*3 &amp; 4</b>
Islington <small>*rates include free early education element</small>	153 -255		87.70-213.20
Hackney	160-200	150-190	150-190
Enfield	212	192	156.92
Waltham Forest	185-197.80	180-197.80	175-183.90
Barnet	235-240	235-240	235-240
<b>Statistical Neighbour</b>			
Lewisham	215-225	195	175

Feedback from the following Councils would appear to indicate that, where there are fee increases proposed, the amounts are relatively small.

Boroughs contacted;

- Islington
- Barnet
- Waltham Forest
- Lambeth
- Lewisham
- Southwark
- Enfield
- Camden
- Hackney

6.7. The introduction of a sliding scale for fees would allow a greater degree of differentiation in the fees charged to parents for full-time childcare, depending on their levels of income.

It is recommended, however, that this further change should be considered following a review of;

- The impact of the introduction of increased fees,
- Changes to the benefits and welfare support system
- Changes in the levels of employment in Haringey as a result of the current financial and economic climate.

- 6.8. We will ensure that our most vulnerable and disadvantaged children are able to access high quality, early education through the continued provision of free childcare places for children in need, children with a disability or special educational need (SEN) and vulnerable two year olds. We will also maintain the close partnership working with our partners in health and social care to ensure that we are able to identify children early who may benefit from such provision.
- 6.9. If approved, the new fee structure will be introduced from September 2011. This would allow time to advise parents of the proposed changes to the fees and for parents to submit claims for childcare tax credit, accordingly. The impact of the new fee structure will need to be monitored carefully to ensure that any negative impact on the sustainability of childcare places can be identified early.
- 6.10. Children's centre business planning will be robust and include the monitoring of the take-up of places, income projections and collation of information about unmet needs.
- 6.11. The reduction in sustainability grant funding to most of Haringey's Community and Voluntary childcare providers will be mitigated by projected increases in funding for the provision of the free entitlement for 3 and 4 year olds. Many providers have also benefited from the investment of Early Years Quality and Access capital funding which has enabled them to improve the physical environment and range of resources available to support the delivery of the Early Years Foundation Stage and early education to children with SEN.

## **7. Other options considered**

- 7.1. An alternative option is to maintain childcare fees at the flat rate of £175 for all ages, in anticipation of changes to the profiles of worklessness in Haringey, in light of the current economic climate and the impact of changes to the benefits system. Our judgement, however, is that maintaining the current fee level is likely to reduce the levels of provision available due to the financial constraints on the Council.

## **8. Chief Financial Officer Comments**

- 8.1. This report proposes the introduction of differential charges for the provision of child care in the Council's Children Centres. The proposals are based on the relative costs of service provision for different age groups, the level of service demand, current market rates for a similar service and the parent/guardians ability to pay.

8.2. The proposed charging structure is not designed to increase the overall level of service income. Indeed the Council's Medium Term Financial Plan does not include any assumptions relating to additional income from child care.

8.3. In terms of affordability, the report highlights the current uncertain economic climate and the government's on-going reforms of the benefit system, including child tax credits. This makes it particularly difficult to assess the impact of the proposals on overall income levels. However, based on information on both demand and current market rates, it is estimated that there will be a 10% reduction in usage in the short term.

8.4. The proposals would come into effect from September 2011 and the net impact of the increased charges and reduction in usage is that overall income would increase marginally in 2011-12 compared with the 2010-11 projection of £2.4m. The full year impact would be a potential increase of £200,000.

8.5. Given that these proposals introduce means testing to determine the level of fee payable, consideration will need to be given to the administration of such a scheme and the associated cost.

## **9. Head of Legal Services Comments**

9.1. The Head of Legal Services has been consulted on the content of this report. Paragraphs 3.1 and 3.2 set out the duties on the Council arising from the identified provisions of Part 1 of the Childcare Act 2006.

9.2. Recommendations 4.1 and 4.2 must be decisions taken in principle only, subject to the outcomes of both the equality impact assessment and consultation identified in the report. The outcomes concerning these matters should be considered by the Children and Young People's Service, and the responsible Cabinet Member. Any final decision concerning these two recommendations should be the subject of delegation to the Cabinet Member with portfolio responsibility for Children's Services.

## **10. Head of Procurement Comments – [Required for Procurement Committee]**

10.1. [click here to type]

## **11. Equalities & Community Cohesion Comments**

11.1. An Equalities Impact Assessment (EIA) will be undertaken by the end of March 2011.

11.2. The increase in the level of fees charged for childcare in our children's centres

is expected to affect families across Haringey. The impact of these changes, as well as the impact of wider economic issues that will affect parent ability to pay for childcare will be monitored.

- 11.3. We will ensure that our most vulnerable and disadvantaged children are able to access early education through the delivery of the free part-time early education offer for three and four year olds and the continued delivery of a 15 part-time early education offer for some of our most vulnerable two year olds. Through our children's centres, we will provide parents with information and support to access their entitlement to tax credits and Working Families Tax Credits as well as providing access to advice and support around benefits.
- 11.4. It is anticipated that members will be notified of the outcome of the EIA and the findings of the assessment will inform the final fee structure.

## **12. Consultation**

- 12.1. The limited timescale between Haringey Council receiving notification of its allocation of Early Intervention Grant funding and the development of options for sustaining our children's centre childcare provision has proved extremely challenging. Since receiving notification on the 14<sup>th</sup> December 2010, work has been on-going to develop options that support the sustainability of Haringey council's childcare given the budgetary constraints placed on the Council following the Governments comprehensive spending review.
- 12.2. The proposals set out in this report will be consulted on and will be undertaken with key stakeholders and delivery partners. We will be using the Council's overarching funding criteria to inform the consultation. It is anticipated that members will be notified of the outcome of this consultation.

## **13. Service Financial Comments**

- 13.1. [click here to type]

## **14. Use of appendices /Tables and photographs**

- 14.1. Appendix 1 – Sustainability Grant Funding Allocations for 2010-11.
- 14.2. Appendix 2 – Mean Household Incomes in Haringey.
- 14.3. Appendix 3 – Exemplification of a new fee structure differentiated by household income.

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

15.1. [List background documents]

15.2. [Also list reasons for exemption or confidentiality (if applicable)]

## Appendix 1

## Sustainability Grant funding allocations for 2010-11

Name of Provider	Grant/ Commission/ Seconded/ Other	Term	Date Funding Ends	Total Value per Annum	Name of Funding Stream/Programme
Burghley Road Under 5's	Grant	2010/11	31/03/2011	£ 6,150.00	Core funding/Sufficiency & Access funding stream
101 Playgroup	Grant	2010/11	31/03/2011	£ 4,000.00	Core funding/Sufficiency & Access funding stream
345 Pre-school Church crescent	Grant	2010/11	31/03/2011	£ 5,000.00	Core funding/Sufficiency & Access funding stream
345 Pre-school Springfield	Grant	2010/11	31/03/2011	£ 5,000.00	Core funding/Sufficiency & Access funding stream
345 Pre-school Tetherdown	Grant	2010/11	31/03/2011	£ 5,000.00	Core funding/Sufficiency & Access funding stream
African Caribbean Day Nursery	Grant	2010/11	31/03/2011	£ 52,500.00	Core funding/Sufficiency & Access funding stream
Chestnuts Pre-School	Grant	2010/11	31/03/2011	£ 8,000.00	Core funding/Sufficiency & Access funding stream
Devon Close Pre-School	Grant	2010/11	31/03/2011	£ 7,000.00	Core funding/Sufficiency & Access funding stream

Dinosaurs Playgroup	Grant	2010/11	31/03/2011	£ 10,500.00	Core funding/Sufficiency & Access funding stream
High Cross Playgroup	Grant	2010/11	31/03/2011	£ 16,800.00	Core funding/Sufficiency & Access funding stream
Hilltop Playgroup	Grant	2010/11	31/03/2011	£ 6,500.00	Core funding/Sufficiency & Access funding stream
Hornsey Ridge Playgroup	Grant	2010/11	31/03/2011	£ 6,000.00	Core funding/Sufficiency & Access funding stream
Ilse Amlot Women & Childrens Centre	Grant	2010/11	31/03/2011	£ 6,000.00	Core funding/Sufficiency & Access funding stream
Pavilion Pre-School	Grant	2010/11	31/03/2011	£ 16,100.00	Core funding/Sufficiency & Access funding stream
Rainbow Playgroup	Grant	2010/11	31/03/2011	£ 11,000.00	Core funding/Sufficiency & Access funding stream
St James Pre School Playgroup	Grant	2010/11	31/03/2011	£ 6,000.00	Core funding/Sufficiency & Access funding stream
Stationers Playgroup	Grant	2010/11	31/03/2011	£ 8,150.00	Core funding/Sufficiency & Access funding stream
Tottenham Green Under Fives	Grant	2010/11	31/03/2011	£ 50,000.00	Core funding/Sufficiency & Access funding stream
West Green Playgroup	Grant	2010/11	31/03/2011	£ 11,000.00	Core funding/Sufficiency & Access funding stream

Wood Green Pre-School Playgroup	Grant	2010/11	31/03/2011	£ 21,285.00	Core funding/Sufficiency & Access funding stream
Wood Green Salvation Army Playgroup	Grant	2010/11	31/03/2011	£ 8,500.00	Core funding/Sufficiency & Access funding stream
Yalendu pre school	Grant	2010/11	31/03/2011	£ 8,149.00	Core funding/Sufficiency & Access funding stream
				<b>£ 278,634.00</b>	

## Appendix 2

## Mean Household Incomes in Haringey

Ward	Mean Household Income (£)
Alexandra	52,073
Bounds Green	38,186
Bruce Grove	32,271
Crouch End	49,805
Fortis Green	49,182
Harringay	38,739
Highgate	52,496
Hornsey	42,729

Muswell Hill	50,381
Noel Park	29,067
Northumberland Park	27,221
Seven Sisters	30,577
St. Ann's	31,789
Stroud Green	45,305
Tottenham Green	27,512
Tottenham Hale	28,674
West Green	28,916
White Hart Lane	28,194
Woodside	34,508
Haringey Borough	37,770

Source: Family Information Service (FIS) 2010 and CACI

## Appendix 3

## Exemplification of a new fee structure differentiated by Household Income

**1. The Income bands could be as follows;**

BAND 1 – Household income under £30,000 per annum

BAND 2 – Household income between £30,000 and £55,000 per annum

BAND 3 – Household income over £55,000 per annum

Where BAND 3 applies, the fee charged could be set at the full cost of the place, ensuring these places do not need to attract any level of subsidy. BAND 3 is likely to be applied to a relatively low number of families in Haringey as the profile of average household incomes for Haringey, at Appendix 2, shows. However, consideration would need to be given to the impact of this significant increase in fee rate on affordability, given the changes to childcare tax credit eligibility from April 2011.

**2 Weekly Users**

BAND 1 – Household Income below £30,000 per annum

Age Range	Direct cost per hour (£)	Current charge per hour (£)	Cost per week per child (£)	Proposed new charge per week (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	3.50	335	225	168.75
2-3	5.35	3.50	267.50	200	150
3 & 4	5.21	3.50	260	175	131.25

BAND 2 – Household Income between £30,000 and £55,000 per annum

Age Range	Direct cost per hour (£)	Current charge per hour (£)	Cost per week per child (£)	Proposed new charge per week (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	3.50	335	248	186
2-3	5.35	3.50	267.50	220	165
3 & 4	5.21	3.50	260	175	131.25

## BAND 3 – Household Income above £55,000 per annum

Age Range	Direct cost per hour (£)	Current charge per hour (£)	Cost per week per child (£)	Proposed new charge per week (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	3.50	335	340	255
2-3	5.35	3.50	267.50	268	201
3 & 4	5.21	3.50	260	175	131.25

**3. Daily Users**

## BAND 1 – Household Income below £30,000 per annum

Age Range	Direct cost per hour (£)	Current charge per hour for a daily rate (£)	Current daily rate per child (£)	Proposed new charge per hour for a daily rate (£)	Proposed daily rate per child (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	4.25	42.50	5.40	54	40.50
2-3	5.35	4.25	42.50	4.80	48	36.00
3 & 4	5.21	4.25	42.50	4.25	42.50	31.88

## BAND 2 – Household Income between £30,000 and £55,000 per annum

Age Range	Direct cost per hour (£)	Current charge per hour for a daily rate (£)	Current daily rate per child (£)	Proposed new charge per hour for a daily rate (£)	Proposed daily rate per child (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	4.25	42.50	6.00	60	45.00
2-3	5.35	4.25	42.50	5.28	52.80	39.60
3 & 4	5.21	4.25	42.50	4.25	42.50	31.88

## BAND 3 – Household Income above £55,000 per annum

Age Range	Direct cost per hour (£)	Current charge per hour for a daily rate (£)	Current daily rate per child (£)	Proposed new charge per hour for a daily rate (£)	Proposed daily rate per child (£)	Proposed 2 <sup>nd</sup> Child discounted rate
0-2	6.70	4.25	42.50	8.16	81.60	61.20
2-3	5.35	4.25	42.50	6.43	64.30	48.23
3 & 4	5.21	4.25	42.50	4.25	42.50	31.88

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**Haringey** Council

## **URGENT BUSINESS SHEET**

**Report Title: The Sustainability of Children's Centres in Haringey**

**Committee/Sub etc: Cabinet**

**Date: 8 February 2011**

**The report is late because we have been working with members to develop the detail of this proposal. The issues are complex and potentially affect a large number of residents. The lateness of the Government's financial settlement and the transfer of the funding for Children's Centres into the Early Intervention Grant has meant that decisions could not be taken in isolation as they impact on 20 other areas of service provision.**

**The report is too urgent to await the next meeting because formal consultation needs to commence urgently with groups affected and also with staff affected. Delays in doing this and starting the detailed planning of the implementation of the new model will impact on our capacity to achieve the required savings.**

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The Head of Local Democracy & Member Services concurs with the admission of this item.

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Agenda item:

**[No.]****Cabinet****On 8<sup>th</sup> February 2011**

Report Title. **The Sustainability of Children's Centres in Haringey**

Report of **Peter Lewis, Director of the Children and Young People's Service**

Signed :

Contact Officer : Ngozi Anuforo,

Children's Centre and Extended Services Strategic Manager (x4681)

Wards(s) affected: **All**

Report for: **Key Decision**

**1. Purpose of the report (That is, the decision required)**

- 1.1. To set out proposals for the future delivery of Children's Centre services within budget constraints whilst ensuring high quality services continue to be offered to those most in need.
- 1.2. To seek agreement from Cabinet to the recommendations set out at 4.1 – 4.4 of this report.

**2. Introduction by Cabinet Member (if necessary)**

- 2.1. Our Children's Centres have been popular with families across the borough and have delivered an important range of services including childcare and early education, ante-natal and infant health, employment advice and parent support. In addition to being a universal service for all families they have enabled us to engage with families where children are particularly vulnerable. Childrens Centres have been a fantastic success story. So successful that we had two new centres

in the pipeline.

- 2.2. It is bitterly disappointing therefore to present this report which outlines how we have to reduce these services because of Central Government cuts. Officers and members have spent long hours trying to stretch the money to keep as many centres open and services available as possible. We have substantially reduced central support and individual centre management costs. We have prioritised those children living in the most severely deprived areas.
- 2.3. However, it is clear that we cannot avoid some reductions in service and we may have to close some centres. We will reach a final decision on this once we have been able to assess the impact of changes to fees as well as the ongoing support from other stakeholders and have completed the consultation with centres.

### **3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

- 3.1. The plans reflect the Council Plan vision set out in strategic priority 3 to “*Encourage lifetime well being*”. The proposals address this priority by seeking to ensure there is integrated, good quality early childhood service provision available from the earliest point in a child’s life.
- 3.2. To support the delivery of the Children’s Trust Preventative Strategy and Child Poverty Strategy and to provide a sound basis for early intervention across all services.
- 3.3. In addition, the proposals link to the Children and Young People’s Plan 2009 - 2020 priorities set out below;
  - Priority 1 – to improve health and well-being throughout life
  - Priority 3 – to improve safeguarding and child protection
  - Priority 4 – develop positive human relationships and ensure personal safety
  - Priority 5 – develop sustainable schooling and services with high expectations of young people
  - Priority 6 – engender lifelong learning for all across a broad range of subjects both in and out of school
  - Priority 10 – Empower families and communities
- 3.4. The proposals also link with the Council’s Sustainable Community Strategy 2007-2016, in particular the outcomes;
  - Economic vitality and prosperity shared by all*
  - Safer for all*
  - Healthier people with a better quality of life.*
- 3.5. The proposals have clear links to the Council’s Child Poverty Strategy and Action Plan 2008-2011, namely;

Objectives 1: Addressing worklessness and increasing parental employment in sustainable jobs

Objective 2: Improving the take-up of benefits and tax credits  
 Objective 3: Reducing educational attainment gaps for children in poverty

#### **4. Recommendations**

- 4.1. That Cabinet agrees that the future children's centre programme should be re-configured so that it can be delivered within the budget constraints whilst ensuring that children living in the 0-30% most deprived super-output areas are able to access the full range of children's centre services;
- 4.2. That Cabinet asks officers to complete the detailed work required to meet 4.1 above including a commissioning strategy which sets out the required service level, revised formula for the allocation of funding and a revised fee structure that maximises income and supports the maintenance of services where parents/carers are able to contribute to the cost;
- 4.3. That Cabinet agrees that consultations on this strategy and proposals should take place with each Children's Centre and school in the current programme in order to ensure that service delivery is protected for the most vulnerable families, resources are targeted to the areas that will be most effective and the programme is delivered within the available budget from April 2011.
- 4.4. That Cabinet delegates the final decisions on the matters identified in Recommendations 4.1, 4.2 and 4.3 above to the Cabinet Member with portfolio responsibility for Children's Services, in conjunction with the Director for CYPS, following appropriate consideration of the results of any consultation and with due regard to the Council's duties under the Equality Act 2010.

#### **5. Reason for recommendation(s)**

- 5.1. High quality early year's provision, including Children's Centre services are a proven element of prevention and early intervention and have a profound impact on the life chances of children into adulthood. Haringey has a long history of high quality work in this area and we want to maintain this at the highest level for those most in need.
- 5.2. The Cabinet aims to ensure that with, less resources, the new pattern of provision will ensure that we continue to target our children's centre programme to children and families with the highest level of needs, within a universal early years education and health service offer.
- 5.3. The merging of some functions, including central administration and management and greater flexibility in deploying staff across more than one site will enable the Council to maximise the effectiveness of limited resources on improving outcomes for children under 5 and their families and bring spending in line with available resources.

5.4. The Council is required to continue the delivery of a 15 hour offer of free education for vulnerable 2 years olds. We will discharge this responsibility through the remaining network of children's centres in order to provide high quality places that support transition into three year old free education. Maintaining the 2 year old offer as part of the core services within children's centres will ensure we are well placed for the anticipated introduction of a statutory duty on Local Authorities to provide 15 hours of free early education from 2013.

5.5. The proposed model will enable the Council to meet its statutory duty to provide sufficient children's centres to meet local needs and support the Council's ability to fulfil its duties under the Childcare Act 2006.

## **6. Other options considered**

6.1. To retain the current number of Children's Centres in Haringey as full service centres . This cannot be achieved within the available budget.

6.2. To only resource those that deliver the full core offer to the most vulnerable families. It is possible that when detailed financial modelling is completed that this will be the outcome. However the initial aim will be to produce a 'hub and spoke' network of full service and associate centres.

## **7. Background**

7.1. By April 2010, Haringey Council had met a target set by the Department for Children, School and Families (DCSF) to establish 19 designated children's centres across the borough. The current network of main centres and link sites were designed to provide universal access to approximately 16,000 children under 5 and their families

7.2. Children's Centres as designated by the DCSF were required to deliver the 'full core offer' (FCO).

- Early education integrated with day care
- Family support and parental outreach
- Child and family health services
- Links with schools and Children's information Services
- Links with Jobcentre plus

The DfE no longer specify a core offer. However, the Council believes that high quality early years services are the foundation for prevention and early intervention in Haringey. This means ensuring that good health and opportunities to thrive and learn are made available to all young children. In circumstances where young children are at risk, services must be able to intervene quickly and appropriately and this relies on having practitioners that are skilled with good knowledge of child

development and able to support children and families appropriately

7.3. The Council’s key priorities for Early Years delivery are:

- safeguarding – ensuring the well-being of all children
- prevention and early intervention – focusing on key known risks
- improvement – raising attainment and ensuring high quality early years provision; and
- equality – reducing the gap in outcomes and ensuring that children with special educational needs and social disadvantage receive their entitlement to early years education.

7.4. Given the financial constraints the new commissioning strategy will prioritise the establishment of lead centres which will provide the full service offer. If financial resources allow , and/or other strategies can be developed to support sustainability of other centres the lead centres will be encouraged to work with other centres in a ‘hub and spoke’ style’ model providing a full range of service in areas of high need and a more ‘standard’ offer of services in all other areas.

7.5. The table below outlines the range of services to be made available through the “full” and “standard” children’s centre service offers.

<b>Full Service offer</b>
<p><b>Family support and parental outreach</b>                      Linked Social worker/supervised contact/targeted support                      Access to Family support                      Parenting programmes                      Targeted parent support groups                      Targeted outreach                      Access to housing advice and support                      Information about available childcare for parents and parents to be</p> <p><b>Child and family health services</b>                      Access to speech and language support                      Links with Family Nurse Partnership programme                      New parents support                      Visits to all new births                      Antenatal services                      Access to psychology services</p> <p><b>Employment and training support</b>                      Access to benefits and employment advice                      Family learning</p> <p><b>Access to Early education integrated with day care</b>                      Free 15 hour early education offer for disadvantaged 2 year olds                      Access to the 3 &amp; 4 year old free early education entitlement</p>

Support for children with SEN and or disabilities  
 Support, advice and training for early years providers  
 Parent support group e.g. stay and play

#### Standard Service offer

##### Family support and parental outreach

Supervised contacts  
 Access to Family support  
 Targeted outreach  
 Parent support group e.g. stay and play  
 Information about available childcare for parents and parents to be

##### Access to early education integrated with day care

Access to the 3 & 4 year old free early education entitlement  
 Access to free early education for vulnerable 2 year olds

##### Child and family health services

New parents support  
 Visits to all new births  
 Antenatal services

- 7.6 The balance of full service / lead centres and any other centres will be determined by the available resources. Income for childcare provision is one factor that can contribute to the viability of both full service and standard service centres.

## 8. Statutory duties on the Local Authority and context for change

- 8.1. The Council's statutory duties are included as **Appendix 1**. In May 2010, the Coalition Government began a review of early years and children's centres and this remains on-going at the time of writing this report. The Children's Centre programme has been funded through a combination of core, grant and Direct Schools Grant (DSG) funding. The grants that were available to us for this area in 2010-11 were:

Sure Start, Early Years and Childcare Grant: 2010-2011 allocation	
Grant Stream	£(000)
Children's Centres	6,693
Sufficiency and access	591
Quality and Inclusion	840
Sure Start Local Programme	2,924
2 Year old Pilot programme	1,004
<b>TOTAL</b>	<b>12,052</b>

- 8.2. In addition, £1.557 million was allocated from the DSG and £124,000 core funding. This made a total of £13.733 million that supported the delivery of our early year's programme, including Children's Centres.
- 8.3. The Comprehensive Spending Review in October 2010 announced a change in the current funding arrangements for children's centres. Although the Coalition Government set out its commitment to continue to fund the existing network of Children's Centres, it announced that from April 2011, a new Early Intervention Grant would replace the Sure Start, Early Years and Childcare grant; currently the main source of children's centre and early years funding in Haringey.
- 8.4. The Early Intervention Grant (EIG) is not ring fenced and there is no obligation to use the grant for any of these purposes. It also subsumes a number of other grants that were previously allocated separately. In April 2010, the total of all of the separate grants amounted to £20.3m. However, Haringey's EIG allocation for 2011-12 is £15.7m (£16m in 2012-13) which represents a reduction of over £4m per annum..
- 8.5. Appendix 2 sets out the list of grants that have been subsumed by the EIG. The level of the EIG allocated to Haringey is insufficient to fund all of these activities at the same level as they were in previous years.
- 8.6. Further to this, in the summer of 2010, the Government announced plans to reform the children's centre programme; introducing greater flexibility for local authorities to decide where and how they invest grant funding to meet local needs.
- 8.7. The Government have stated their intention to become much less prescriptive about the services children's centres offer, instead seeking a "commitment to improve the quality of outcomes for the most disadvantaged children"

## **9. Delivery of Haringey's Children's Centre programme from April 2011**

- 9.1. In order to deliver this service within the challenging financial circumstances facing the Council from April 2011, consideration has been given to options for reducing spending across the whole of the early years service, whilst ensuring that the most vulnerable children can be identified at the earliest opportunity and enabled to access support through a universal offer.
- 9.2. The Haringey commissioning framework for children's centre service delivery will

be focused on impact and improving outcomes for all children, but particularly those children that we consider to be the most vulnerable or disadvantaged. This will be achieved by

- ensuring access to children’s centres services for children and their families living within our 0-30% most deprived super output areas.;
- delivery of the offer of a 15 hour, free early education for disadvantaged 2 year olds; with additional outreach and family support for those who need it.
- improved access to the 15 hour free entitlement for 3 and 4 year olds and supporting the transition into these places for those children taking up the 2 year olds offer;
- provision of targeted outreach to those least likely to engage in services;
- provision of high quality, integrated family support that engages families and enable us to identify and intervene at an early stage;
- partnerships and multi-agency working that reduces duplication, maximise resources and enhance professional practice; and
- evidence-based practice and interventions that have been proven to make the biggest difference to improved outcomes for children and families.

9.3. The proposed approach to delivering these services is to maintain full service delivery in those centres that provide for the most vulnerable, who are living in the most deprived areas. Central management and administration costs will be reduced and wherever possible in centres whilst maintaining a safe service. The Council will work with centres, where appropriate, to maximise fee income, particularly in the areas of least deprivation using a sliding scale of fees. The centres providing for the most vulnerable will be least affected by funding changes.

9.4. There are three basic blocks of expenditure used to support the management, delivery and monitoring and evaluation of service delivery and we have considered the changes that can be made to each of these in order to deliver services within budget constraints:

- Central retained resources including management, administration and childcare places commissioned centrally;
- Commissioned services;
- Devolved budgets to Children’s Centres.

9.5. Significant reductions are being made to the central management, administration and support functions and changes are proposed in the way that childcare places are targeted at need. In total these services are set to reduce from a cost of around £3.5m in 2010-11 to £1.6m.

9.6. Currently commissioned services include:

- Health services;
- Grants to the voluntary sector for specific programmes of outreach work;
- Sustainability grants to voluntary childcare groups; and
- Targeted childcare places.

Subject to consultation, it is proposed to reduce the level of funding for health services, grants to the voluntary sector and sustainability grants to childcare groups. It is anticipated that the increase in funding levels to the PVI childcare sector which will be delivered through the new Early Years Single Funding Formula will support the sustainability of community and voluntary childcare providers and therefore individual grants from the Early Intervention Grant will cease. In addition the targeting of childcare places centrally will enable a more cost effective solution than the current approach.

Commissioned Services will reduce from a cost of £1.1m in 2010-11 to around £0.8m.

9.7. The proposals for the future delivery of services through the children's centre programme is as described in this report., The priority will be to ensure that we can sustain a number of centres as lead centres where they serve communities with high levels of need / deprivation thereafter if the funding strategy allows we will support the development of linked centres offering the more standard offer.

9.8. Therefore, the formula for allocating the different elements of funding to each children's centre will be revised so that resources are targeted to the children and families who are most vulnerable and management and administration costs are reduced.

9.9. The revised formula will be supported by a clear Service Level Agreement between Haringey Council and each centre and this will set out the contribution that each centre will make to the delivery of our priorities.

**Appendix 3** lists the current number of Children's centres in Haringey. **Appendix 4** provides a provisional view of which centres would be considered as full service and those which, subject to finances, would be linked centres. Current analysis of the financial resources available suggests that Haringey cannot maintain a network beyond the full service centres without support from other agencies or sustainable plans to maximise income.

9.10. In total the resources for Children's Centres provision devolved primarily through the formula will reduce from £9.1m in 2010-11 to £4.8m.

9.11. The above changes are summarised in the following table. The budgeted costs show for the future are the estimated full year position once all changes have been implemented. In 2011-12 only a part year effect will be seen.

£m	2010-11	Estimated Future Cost	Variance
Centrally Retained Resources	3.5	1.6	1.9
Commissioned Services	1.1	0.8	0.3
Children's Centre Provision	9.1	4.8	4.3
Total	13.7	7.2	6.5

## 10. Implication of the changes and future challenges

10.1. Haringey children's centre portfolio will be re-commissioned; with centres serving the most vulnerable continuing to offer the full range of children's centre services, whilst others, subject to available resources, will offer a 'standard' service

10.2. The sustainability of children's centres services relies heavily on the continued commitment to, and development of, partnership working and multi-agency approaches. Reductions in funding to other public sector bodies as well as the limited availability of funding to support the voluntary and community sector agencies will have a significant impact on the future delivery of services by partners. Whilst this may be offset by the national Government's commitment, from autumn 2010, to create 4,200 Health Visitors posts.

## 11. Chief Financial Officer Comments

11.1. Whilst, in cash terms, year on year funding for schools through the Dedicated Schools Grant has been broadly maintained between 2010-11 and 2011-12, the Council's Formula Grant and Core Grant funding has been reduced by some £34m. The new Early Intervention Grant of nearly £16m is itself over £4m less than the comparable funding available in 2010-11.

11.2. This loss of funding allied to £14.2m of budget pressures, including £7.4m in Children's Services, has resulted in a potential funding shortfall in 2011-12 of £41m across all of the Council's general fund services. Service areas have therefore been required to review their budgets and develop options for both reducing expenditure and increasing income. The proposals in this report form part of a range of savings proposals across Children's Services totalling £14.1m over the next two years. These savings have been incorporated into the Council's Medium term Financial Plan (MTFP) which is itself considered in a separate report on this agenda.

11.3. This report sets out the basis for delivery of Children's Centre Services over the next two financial years, 2011-12 and 2012-13. The proposals in the report reduce the cost of service provision over the two years by £6.5m (£5.2m in 2011-12 and a further £1.3m in 2012-13).

11.4. The proposed cost reductions will be achieved in three broad categories of

expenditure:

- Central retained resources including management, administration and childcare places commissioned centrally;
- Commissioned services;
- Devolved budgets to Children's Centres.

The focus of the revised service will be supporting the most vulnerable children in Haringey.

11.5. Both the scale and the nature of the expenditure reductions will mean that there will be risks associated with elements of the delivery programme timelines. In particular the need to design, consult and agree the detail of a new formula for the funding of Children's Centres, many of which are aligned with schools, is unlikely to be implemented before the start of the 2011 academic year. For this reason the MTFP includes a contingency for programme slippage of up to £1.3m between 2011-12 and 2012-13.

## **12. Head of Legal Services Comments**

12.1. The Head of Legal Services has been consulted on the content of this report. As indicated in the report and its appendices the provision of the Children's Centre Service by the Council falls within the statutory duties on the authority set out in Part 1 of the Childcare Act 2006 and subsidiary legislation made under the 2006 Act governing the Early Years Foundation Stage. Section 5D(1)(b) of the 2006 Act requires the Council to secure that such consultation as is thought appropriate is carried out before any significant change is made in the services provided through a relevant children's centre. Recommendations 4.1, 4.2 and 4.3 must be decisions taken in principle only, subject to the outcomes of both the equality impact assessment and consultation identified in the report. The outcomes concerning these matters should be considered by the Children and Young People's Service, and the responsible Cabinet Member. Any final decision concerning these two recommendations should be the subject of delegation to the Cabinet Member with portfolio responsibility for Children's Services.

## **13. Head of Procurement Comments – [ Required for Procurement Committee]**

13.1. [click here to type]

## **14. Equalities &Community Cohesion Comments**

14.1. An Equalities Impact Assessment will be undertaken on the proposals contained

within this report by the end of March 2011.

- 14.2. The proposed levels of service are intended to ensure that our most vulnerable and disadvantaged children are able to access children's centre services and continued commitment to outreach into our communities will ensure that we continue to strive to engage our most in need families, within a universal service offer.
- 14.3. It is anticipated that the proposals set out in this report may be refined based on the outcome of the Equality Impact Assessment.

## **15. Consultation**

- 15.1. The Apprenticeship, Skills, Children and Learning Act 2009 requires that the Local Authority comply with the regulations and guidance on the staffing, organisation and operation of Sure Start Children's Centres and consult, as it considers appropriate, if any changes are proposed to the provision of a children's centre.
- 15.2. The proposed changes to the delivery of children's centres will be consulted on. The consultation will be undertaken with key stakeholders and partners. At the time of writing, some limited consultation on service delivery has been undertaken.
- 15.3. Consultation on the proposed changes to the configuration of Haringey's children's centres is on-going. The timescale between the notification of levels of EIG funding in mid-December 2010 and the ability to develop viable proposals in light of anticipated reductions in funding has proved to be extremely challenging. To this end, it is anticipated that the proposals set out in this report may be refined in the light of the feedback from consultation.

## **16. Use of appendices /Tables and photographs**

- 16.1. Appendix 1 – LA statutory duties
- 16.2. Appendix 2 - List of Grants subsumed by the new Early Intervention Grant
- 16.3. Appendix 3 – Current profile of Children's Centres in Haringey
- 16.4. Appendix 4 – Proposed re-configuration of children's centres: Cluster model
- 16.5. Appendix 5 - Map of Haringey's Super Output Areas

## **17. Local Government (Access to Information) Act 1985**





## Appendix 1

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### ty Duties

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ure sufficient high quality childcare for working parents  
ure prescribed early years provision free of charge  
y of LA in relation to well-being of young children  
ties of the LA in relation to early childhood services  
al authority and relevant partners to work together [SHA or PCT]  
vide information, advice & training to childcare providers  
ess the sufficiency of childcare  
le comprehensive information to parents of children and young people up to 20

### Outcomes Duties

#### ment duty

the overall attainment of all children when assessed at the end of the Early Years Foundation Stage

#### es duty

w the gap in attainment between the children in lowest 20% and the median of the rest when assessed at the end of the Ea  
ion Stage

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**Appendix 2** List of grants, received in 2010-11, to be subsumed by the new Early Intervention Grant from April 2011.

The following grants were previously provided from central government and have now been subsumed by the new Early Intervention Grant(EIG). From April 2011, these areas will no longer be funded separately:

- Connexions
- Positive Activities for Young People
- Children's Fund
- Teenage Pregnancy
- Youth Crime Action Plan
- Youth Substance Misuse
- January Guarantee
- Youth Taskforce
- Challenge and support funding (youth)
- Intensive Intervention Project
- Foundation Learning
- Children's Centres
- Early Year's sustainability
- Early Year's Workforce
- Two-year-old pilot
- Think Family
- Shorts breaks for disabled children
- Targeted Mental Health in schools
- Children's social care workforce
- Contact point
- Child Trust Fund

### Appendix 3

The tables below show the current profile of Children's Centres in Haringey.

#### Hornsey and Wood Green (Parliamentary constituency)

Centre Name	Ward	Current designation 2010-2011
Bounds Green	Bounds Green	Full service centre
Rokesly	Crouch End	Full service centre
North Bank	Fortis Green	Full service centre
Highgate	Highgate	Full service centre
Campsbourne	Hornsey	Full service centre
Stonecroft	Muswell Hill	Full service centre
Noel Park	Noel Park	Full service centre
Stroud Green	Stroud Green	Full service centre
Woodside	Woodside	Full service centre

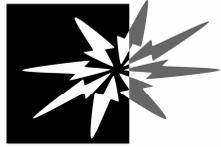
#### Tottenham (Parliamentary constituency)

Centre Name * denotes the provision is a link site , rather than a designated children's centre.	Ward	Current designation 2010-2011
The Ladder	Harringay	Full services centre
Park Lane	Northumberland Park	Full service centre
Woodlands Park	St. Ann's	Full service centre
South Grove	St. Ann's	Full service centre
Triangle	Seven Sisters	Full service centre
Earlsmead	Tottenham Green	Full service centre
Welbourne	Tottenham Green	Full service centre
Pembury	Tottenham Hale	Full service centre
Broadwater Farm	West Green	Full service centre
*Downhills School	West Green	Link site to Woodlands Park CC
Rowland Hill	White Hart Lane	Full service centre
* 100 Tower Gardens Road	White Hart Lane	*Link site to Rowland Hill CC
* Bruce Grove	Bruce Grove	Link site to Pembury CC

**Appendix 4**

The following table reflects the proposed changes to the designation and profile of children's centres. Where linked centres are shown, it is proposed that management and co-ordination of children's centre services will be planned, managed and co-ordinated from the lead centre. Staff will be deployed flexibly across the centres as required. Funding for the cost of maintaining the buildings in the school-based "Linked CCs sites will be drawn down to host schools through devolved formula capital.

	<b>Lead CC (full offer)</b>	<b>Linked CCs (full offer)</b>	<b>Linked CCs (standard offer)</b>
<b>Cluster 1</b>	Campsbourne		Stonecroft Highgate Rokesly North Bank Stroud Green
<b>Cluster 2</b>	Noel Park	Bounds Green Woodside	
<b>Cluster 3</b>	Rowland Hill	Broadwater farm	
<b>Cluster 4 (stand alone)</b>	Park Lane		
<b>Cluster 5</b>	Pembury House		Bruce Grove link site
<b>Cluster 6</b>	Triangle	South Grove	
<b>Cluster 7</b>	Woodlands Park	The Ladder	Downhills link site
<b>Cluster 8</b>	Welbourne	Earlsmead	



Haringey Council

Appendix 5

Map of Haringey's Super Output Areas

