

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

Appendix 5.2

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Orders) to recover these at an earlier stage & revise Customer Services procedures to minimise the number of summonses withdrawn.	50	0	50	50	0

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

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				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	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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 contracts 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 each and this makes the prediction of slightly larger savings next year following a review realistic.	50			50	0						
28	Corporate Resources	CR073 Customer Services	Reduction in sickness.	5		5	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	BBR 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						
	<b>Corporate Resources Total</b>			<b>686</b>	<b>62</b>	<b>748</b>		<b>686</b>	<b>62</b>	<b>0</b>	<b>748</b>	<b>0</b>						
32	Children & Young People's Service	CY04 Business Support & Development	Student Support Service Mgt- Administration. Further reduction of Student Finance staff as front line services are nationalised.	83		83	Expected to be achieved.	83			83	0						
33	Children & Young People's Service	CY02 Children & Families (including Safeguarding)	Costs allowable under revised regulations, in respect of SEN Transport have been charged against the DSG to release General Fund resources.	300		300	This is dependant on savings being identified within the DSG. At this stage it is expected to be achieved.	300			300	0						
34	Children & Young People's Service	CY01 Change for Children (including Children's Networks)	Review of staffing levels & service efficiency within Children's Networks.	62		62	This will be achieved in the Play Service.	62			62	0						
	<b>Children &amp; Young People's Service Total</b>			<b>445</b>	<b>0</b>	<b>445</b>		<b>445</b>	<b>0</b>	<b>0</b>	<b>445</b>	<b>0</b>						
35	People & Organisational Development	PD02 Human Resources	Further review HR/OD service model for advisory & developmental delivery - work in partnership with others.	61		61	Savings to be achieved through service review and added into HESP savings review proposals/ targets.	61			61	0						

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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			2	0
37	People & Organisational Development	PD03 Organisational Development	Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings. Review services and staffing.	23		23 Savings to be achieved through SFR review of learning and development, change management etc and subsumed into HESP savings review proposals/targets. The PBR pre-agreed revenue savings totalling £57k are being covered by a full review of the service.	23			23	0
38	People & Organisational Development	PD04 Local Democracy	Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings. Review services and staffing.	40		40 The PBR pre-agreed revenue savings totalling £57k are being covered by a full review of the service.	40			40	0
39	People & Organisational Development	PD04 Local Democracy	Review services and staffing.	17		As above	17			17	0
<b>Development Total</b>				143	0	143	143	0	0	143	0
40	Policy, Performance, Partnerships & Communications	PP04 Policy & Performance	Overall Policy & Performance (PP04) resources reviewed.	57		This saving is absorbed into the Support Functions review of Policy & Performance.	57			57	0
<b>Partnerships &amp; Communications Total</b>				57	0	57	57	0	0	57	0
41	Urban Environment	UE08 Frontline Services	Integrated Waste Management & Transport Contract.	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			1,165	0
42	Urban Environment	UE08 Frontline Services	Additional income to be generated through the Parking Plan.	150	150	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		300	0
43	Urban Environment	UE08 Frontline Services	Send to save. Replacement of illuminated bollards with solar powered bollards.	33		This saving was linked to a capital bid in 2010-11 that was rejected - hence the revenue saving cannot be achieved.	0			0	33
44	Urban Environment	UE06 Strategic and Community Housing Services	Housing - Reduce Temporary Staff / Reduce Agency Staff / Review Number of Posts.	311		Structures have moved on within Housing and this will now be met by Phase 1 of the Housing restructure.	311			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		Structures have moved on within Housing and this will now be met by Phase 1 of the Housing restructure.	221			221	0
46	Urban Environment	UE09 Planning, Regeneration & Economy	Reduced legal expenditure (both Internal and External).	10		Budgets to be amended. Service has reviewed its use of legal services.	10			10	0
47	Urban Environment	UE09 Planning, Regeneration & Economy	Increased Pre application planning fees.	10		Number of PAFs increasing, service is confident that the income for this service will increase.	10			10	0
48	Urban Environment	UE09 Planning, Regeneration & Economy	Review physical regeneration team as part of the 2nd phase of restructuring.	30		Service currently developing restructuring proposals which include reduction in Physical regeneration resources.	30			30	0
<b>Urban Environment Total</b>				1,709	371	2,080	1,826	221	0	2,047	33

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				3,497	433	3,930	3,614	283	0	3,897	33
	Grand Total										

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 Translation &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/PPP/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

Appendix 6.1

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
14	Corporate Property <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 Centres</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 enquiries at the first point of contact.	521	270	0	791	Positive impact on performance, customer satisfaction and activity based cost	Yes
	<b>CR Grand Total</b>	<b>1,714</b>	<b>511</b>	<b>1,357</b>	<b>3,582</b>		
	<b>CROSS COUNCIL</b>						
24	Council wide <b>Reduction in the use of Mobile Phones</b> • To achieve a reduction in total mobile call charges (percentage to be defined by further investigation) • To establish clear eligibility criteria for mobile phone allocation and polices for mobile phone usage • To enable central enforcement of mobile phone usage	150	0	0	150	No impact on service performance anticipated - mobile phones will still be allocated to staff where clear eligibility criteria exist to meet service needs.	No

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



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

Appendix 6.1

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
35	Recreation Services <b>Reduce Parks Support</b> - To reduce the use of consultants in Parks Service and review /reduce the operational support structure from 2011/12.	18	0	0	18	Reduced improvement capacity	No
36	Recreation Services <b>Allotment fee increases - full cost recovery.</b> The average size of a plot is 5 poles (125square meters). The proposed increase will represent an additional cost to a plot holder (who do not receive a discount) of about £9.00 per annum, and £22.75 for non residents.	22			22	User take up/use of facility	
37	Culture and Libraries <b>ICT efficiencies and library staffing</b> - We have renegotiated the costs of our library management system and will also be making staffing efficiencies in libraries, at Bruce Castle museum and in the archives service.	384	0	0	384	The impact on library service users will be negligible. With particular reference to the staffing reductions at Bruce Castle and Archives these 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/SIAs/trading with Hth 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. Re provision will be by review/reassessment with possible re provision in other Older People's or Mental Health in-house or external day care services, or by Personal Budgets where appropriate.	Yes

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
44 Adults & Commissioning	<b>Cease Funding for Elderly and Disability Project</b> - The Cypriot Centre offers culturally specific day care for Greek and Turkish Cypriot older people and people with physical disabilities. The Council currently has placed 34 service users on a spot purchase basis. The service also provides care and support for people from outside the Borough, in particular Enfield. This is a voluntary organisation with it's own management committee. The Council seconds 2 members of staff to manage the service in partnership with the Cypriot Centre. The proposal is to withdraw the 2 secondees and funding for the same. The project could continue without our input but the management committee would need to consider how they wanted to replace the management function.	94			94	Low impact for service users as the service should be unaffected by this proposal	EIA screening tool
45 Adults & Commissioning	<b>Close or reconfigure all drop in centres for older people</b> - There are 4 Council funded drop in centres for Older People; Apyssinia 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 respite service for all new referrals</b> All new referrals to Adult Social Care to receive a period of respite prior to completing the Self Directed Care pathway. It has been demonstrated that having a period of respite, prior to agreeing a longer term package/personal budget, results in a lower cash value service being provided than might otherwise have been agreed.	224	647		871	High impact. The value of the efficiency is directly linked to the numbers of people passing through the care system. Moderate risk. The model is based on national figures and, while likely to generate the levels of savings indicated, the model is national based model and may not equally apply to the Haringey demographic profile.	Yes
50 Adults & Commissioning	<b>Reduce Older People's Placement budget following Introduction of Extra Care</b> Extra Care is a direct alternative to residential care in the main for vulnerable older people but for very vulnerable older adults (say 55+) with a mental health, dementia or learning/physical disability or substance use problem. Extra Care schemes means that whilst people can have their own 'front-door' which affords them a greater level of dignity and respect. There is 24 hour care available and with a personal budget this means that an older vulnerable person can have intensive care, but not have to move in to an institutionalised residential care environment. People's care will be funded through a combination of adult commissioning budget, housing benefit and central government benefits: Attendance Allowance and such like. Overall, this is a positive move: good quality, Value for Money (VfM) care enhancing life opportunities and outcomes such as improved health and well-being, greater choice and control and greater dignity and respect. There are two schemes that will go live in the next two years: <ul style="list-style-type: none"> <li>• The Trees – operated by Hill Homes – 40 units in total due to open February 2011. This set</li> <li>• Roden Court – operated by One Housing – 40 units in total, due to open May 2012; and</li> <li>• The possibility of the conversion of Protheroe House to an Extra Care Scheme in the future</li> </ul>	304	304	0	608	Low	Yes
51 Adults & Commissioning	<b>Close Whitehall Residential Home for people with learning difficulties</b> - Whitehall Street residential and respite home is a fifteen bed unit which offers 11 residential beds and 4 respite beds for people with learning disabilities. The proposal is to re-provide this service to enable people through personal and individual budgets to access more ordinary living options. The move from institutionalised care to supported living arrangements offers residents; improved choice, flexibility, freedom and control, whilst offering greater value for money with the added benefit of access to housing benefits. At present the cost of an individual bed at this unit is 1,500/week. Through supporting living arrangements it is estimated to be an average cost of £850/week to adult social care.	(36)	273		237	Low to Medium.	Yes
52 Adults & Commissioning	<b>Close mental health day care centre</b> The 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	<b>Remaining OP Residential Home</b> - Closure of the remaining 2 Older People's residential homes; Cranwood is a 33 bed home and Broadwater Lodge is a 45 bed home. The principles for closure are the same as the proposal to close The Red House in Phase 1 of the efficiency programme.		(100)	1,200	1,100	High impact: The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change. All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care provision for the remaining individuals going forward. A new 70 bed residential care unit is due to open in the near future in Tottenham. In addition, increasing numbers of extra care housing properties will be coming on stream over the next 3 years. It is anticipated that it is possible to compensate for the loss of 112 Council beds within the independent sector.	Yes
54 Adults & Commissioning	<b>Mental Health Unit Closure Alexandra Road</b> - This is a 24/7, 365 days/year service to provide care and support to people with mental health problems who are in crisis and people usually stay there for a maximum of one week. It is an alternative to hospital care and provides a crisis service to 8 people when at full capacity.		128	10	138	Medium impact: Alexandra Road acts as a stabilising influence in the lives of many of its service users who are in crisis. Closing this service will result in a probable increase in hospital admissions. This service is jointly funded by NHS Haringey who are withdrawing funding. Council will not be able to afford to continue this service.	Yes
55 Adults & Commissioning	<b>Remaining OP day centre closures</b> -The two Older People's day centres affected are The Haven and Grange. The Haven provides a good quality specialist support to 50 older people with physical disability/sensory impairment. The closure of this service will be replaced by implementation of personal budgets as appropriate and/or an increase in community care packages including home care and meals on wheels. The Haynes and Grange day centres would be combined on the Haynes site, thus providing staffing efficiencies but with no reduction in service. The Grange provides a service for 40 people with dementia in the east of the borough and the Haynes centre provides a similar service to people in the west of the borough. The Haynes Centre is a brand new state of the art centre, attached to the Hornsey Health Centre. It currently operates at 62% capacity.	(20)	254		234	High impact. To close both the Haven and Woodside day centres will result in a complete loss of non-dementia day services for older people.	Yes
56 Adults & Commissioning	<b>Further staffing efficiencies</b> -This saving comprises a number of staffing restructures including deletion of the independent Chair of Safeguarding and a number of operational posts within front line services and assessment and care management.	182	182		364	Medium impact: Reductions in frontline staffing/resources will have a direct impact on performance indicators to include waiting times for an assessment and the provision of services.	Yes
57 Adults & Commissioning	<b>Equipment and OT reductions</b> - A 10% reduction in Occupational Therapists and associated equipment expenditure.		154		154	Medium impact: Reduction in front line assessment capacity has a direct impact on performance in terms of waiting times for an assessment and service delivery. Reduction in the numbers of people benefiting from community equipment in line with the staffing reductions.	Yes
58 Adults & Commissioning	<b>Increase Adult Services Fees and Charges</b> - to increase charges for internal residential care, adjust the Fairer Contribution Policy Disability Related Expenditure (DRE) Disregard, amend the treatment of Adult Care Placements and to remove the weekly maximum Fairer Charging cap	280			280	No impact on service performance anticipated. However, the volume of full charge payers may reduce causing a reduction in charges raised and therefore income collected.	Yes
<b>ACCS Grand Total</b>		<b>1,917</b>	<b>3,206</b>	<b>2,002</b>	<b>7,125</b>		
<b>Children and Young People's Service</b>							

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

Directorate/Service Area		Detailed Efficiency & Saving proposal					Appendix 6.1	
		2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required	
59	School standards & improvement	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	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 100- Changes to terms and conditions of escort workers. Careful differentiation of pupils able to make more independent journeys to school by accessing collection points will take place, supporting their development of independence skills as they grow toward school leaving age. Vulnerable children will not be asked to make any journey that compromises their safety.	Yes	
61	Business Support & Development	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	100	200	270	570	This leads to an overall reduction of 8 financial administration posts and 10.5 administrative posts. These are not posts in direct support of social workers doing casework with children and families and will be taken over a 3 year period. Achieving these savings will require changes in the way in which administrative services are configured and the level of expectation on administrative support	Yes	
63	Children's Network Management	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	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

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
65	Children's Networks  <b>Connexions</b> - The proposal is for a 75% reduction in provision, protecting services for the most vulnerable young people. A re-focusing of work through schools will ensure the most vulnerable identified at the earliest opportunity.	1,436	206	0	1,642	The government has announced potential changes in the requirement to provide Information, Advice & Guidance (IAG) as a universal service in the near future. Given the reduction already made to the former ABG, and the likelihood of further reductions as the ABG becomes incorporated with the Formula Grant and not ring-fenced, reduction in the Connexions service is unavoidable.  A reduced Connexions service may result in an increasing number of young people not in Education, Employment or Training after the age of 16+.	Yes
66	Business Support & Development  <b>Administration and Business Support</b> - Reductions here take account of the winding up of the Business Support & Development (BSD) Business Unit, leaving residual support for the Director and 2 Deputies who will remain at Station Road.	129	18		147	Cuts in Business Support and Development taking account of the winding up of the business unit and of other management changes across the directorate – reducing PA posts from six to three.	Yes
67	Business Support & Development  <b>Winding up of Business Support &amp; Development business unit</b> - Winding up the Business Support & Development Business Unit releases the Deputy post and three other management and support posts for deletion.	209	111		320	The BSD business unit is being decommissioned. Residual functions 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 a one post reduction. Most staff engaged on capital schemes are funded from those schemes and the size of the team varies according to the size of the capital programme. Further efficiencies may in future result from sharing capital delivery resources across the council and with other authorities	Yes
69	Business Support & Development  <b>HR &amp; Schools Personnel</b> - This is a traded service with schools and has been subsidised until now. This will secure full cost recovery of the service from schools.	129			129	As a traded service, schools can choose to use other providers. Should the customer base change, the service will 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</b> (Travellers Education Team) - 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. <ul style="list-style-type: none"> <li>• If there is an increase in referrals from schools, the service will need to prioritise in a different way.</li> <li>• Children that meet the threshold for support may have to wait longer for a service.</li> <li>• 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.</li> </ul>	Yes
	<b>CYP5 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>Strategic Housing Service</b> Cross Service Restructure - Achieving reductions in the cost of management of Temporary accommodation and other staffing	433	217	216	866	At this stage the final shape of the restructure is not known but the front line impact will be minimised by focusing on management and back office functions as far as possible. This will mean a reduced ability to take on additional projects and service improvement initiatives.	Yes
	<b>UE Grand Total</b>	<b>963</b>	<b>217</b>	<b>216</b>	<b>1,396</b>		
	<b>Total Savings Proposals presented to Cabinet in December 2010</b>	<b>12,564</b>	<b>10,114</b>	<b>5,675</b>	<b>28,353</b>		



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

Appendix 6.2

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
<b>People and Organisational Development Service/ Policy, Performance, Partnerships and Communication/ Chief Executive</b>							
1	Policy and Performance Review central feedback function - further proposals to amend current corporate complaints procedure and centralise the handling of Members enquiries etc. linked to an upgrade of the 'Respond' database <b>Restructure of the whole business unit.</b> 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	68			68	A review of the process for managing feedback will allow the reduction to be managed.	Yes
2	LDMS <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. 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.	466			466	Reduction in support to Members	Yes
3	HR <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. This sum is over and above the sums reported to Cabinet Dec 21 but less pre-agreed saving of £23k	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 <b>Saving on spend for Adult &amp; Children Social worker training</b> (formally ABG funded)	460			460	OD will focus on providing support to the changes within the Council	Yes
5	OD&L <b>Saving on activity within the HSP/LAA &amp; Equalities teams</b> (formally ABG funded)	282			282	Reduction in training	Yes
6	Policy and Performance <b>Savings on miscellaneous supplies &amp; services.</b>	159			159	Reduction in support to partnerships	Yes
7	Policy and Performance <b>Marcoms</b> - further savings from centralised procurement budget once the marketing plan has been developed	107			107	None expected	No
8	Communications <b>Following the outsourcing of Translation &amp; Interpretation</b> the proposal is to reduce the Council's overall translation budget by 60%	64			64	None expected	No
9	Communications - Council Wide <b>Further staff reductions in Marcoms area over and above the SFR savings:</b> 1 x Business Support Officer Post, 1 x designer	120			120	Cross council focus on which services require translation & interpretation	Yes
10	Communications <b>Following the Governance review</b> it is proposed to merge some Committees. This will achieve savings in Members Special Responsibility Allowances (SRAs).	80			80	Impact will be managed within service	No, existing EIA should cover
11	Member Allowances <b>Shared management of this service with Waltham Forest will deliver a saving against a senior management post</b>	125			125	Proposals to be subject of an implementation working group	Screening
12	Electoral Registration <b>POD/PPP/CE Grand Total</b>	35			35	Minimal impact	No
<b>Corporate Resources</b>		<b>2,168</b>	<b>302</b>	<b>0</b>	<b>2,470</b>		
13	Director of Corporate Resources <b>Delete the vacant Executive Assistant Post</b>	52			52	Minimal impact - post has been vacant all year	No
14	CR Cross Cutting <b>Reduction in supplies and services across Corporate Resources</b>	230			230	None expected	No
15	Corporate Finance <b>Reduce Insurance team by 1 post</b>	25			25	None - service review being undertaken to ensure revised processes have no/minimal impact on services to the public and service departments	EgIA completed for A&RM structure. Will be updated to take account of reduction
16	Corporate Finance <b>Reduction in internal audit contract days</b>	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 <b>Bring forward Reduction is Office Accommodation - letting out of empty space to commence immediately to realise savings earlier than previously anticipated.</b>	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 <b>Bring forward part of Reduction in Building Maintenance</b>	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 <b>Outsource the building cleaning service together with a reduction in the service levels</b>	150	150		300	Reduced level of cleaning will impact on building users resulting in some initial complaints.	Yes



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

Appendix 6.2

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
20	Corporate Property Rationalise management structure through a review of the teams and functions and cease the provision of some In-house services	320			320	Reduction in management capacity of 40% will impact overall performance and reduce ability to support staff development, corporate initiatives and planning. Cessation of capital project management will impact ability to respond to directorates in respect of building improvements and new projects. Reduction in professional surveyor capacity results in the loss of qualification based career development opportunities.	EIA being carried out as part of the establishment review and consultation.
21	Legal New Public Sector Mapping Agreement for England and Wales	20			20	From 1st April 2011 there will be a new collective digital mapping agreement called the Public Sector Mapping Agreement (PSMA). It will include local and central government as well as NHS organisations across England and Wales, who will all be able to access mapping data covering Great Britain and to share information based on OS mapping.	No
22	Legal Reduce senior management posts by 25%	97			97	Reduction in senior management	Yes
23	Legal Delete 12 lawyers and legal assistant posts	538			538	The deletion of 12 lawyers, including senior lawyers, and legal assistant posts relate to posts that are predominantly either currently vacant, covered by agency staff or are likely to become vacant through Voluntary Redundancy. They consist of legal staff posts in commercial and litigation and corporate divisions and result in extended response times and remove capacity to respond to upturns in demand.	Yes
24	Legal Delete 4 admin/ business support posts	120			120	This reduction in Administrative staff will be achieved via a review conducted by a newly appointed Practice Manager. Administrative staff are key to enabling maintenance of performance levels in key legal areas and the reductions will have to be carefully planned.	Yes
25	Legal Delete 2 Local Land Charges posts - sum over and above pre-agreed sum of £50k	10			10	Delete 2 Local Land Charges posts - Two vacant posts to be deleted based on current levels of work	Yes
26	B&LT & Customer Services Closure of Hornsey CSC	108	22		130	No visiting option for one side of the borough	Yes
27	B&LT & Customer Services Closure of North Tottenham CSC	350	71		421	Increased enquiries and waiting times at South Tottenham CSC and Wood Green CSC.	Yes
28	B&LT & Customer Services Saving resulting from grading review	250			250	No impact	Check existing EIA is sufficient
29	B&LT & Customer Services Reduction of internal calls to switchboard	18			18	Benefit realisation dependant on comms and change management	No
30	B&LT & Customer Services Management reshaping, delayering and reduction from the integration of CS/BLT over and above the sum included in Appendix 6 of 21 Dec Cabinet report.	478	(70)		408	The savings have been front loaded to give an implementation date of 1st June 2011. Resources require diverting to ensure a smooth change management approach and channel shift and process redesign needs to be implemented quickly for the savings to be achieved. 408 Performance needs to be monitored closely to ensure that a reduction in staff and implementation resources does not have an immediate negative impact. Integration will require resources for skill and knowledge transfer and process redesign. Assumed reduction in partnership roles with no SLAs, and back office to receive agreed corporate standards.	Yes
31	B&LT & Customer Services Reduce hours of Call Centre from 8-6 to 9-5	30			30	Calls would be taken by 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 <b>Delete vacant senior post</b>	125			125	Post is vacant.	No
34	IT <b>Fund infrastructure renewal from borrowing</b>	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 <b>Programme to shift customers to online transactions</b> - 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 delaying <b>Savings for spans of control and delaying reflected elsewhere</b>	(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 <b>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.</b>	100	38	0	138	Will need to renegotiate or not renew contract/grant agreements with MPA and BTCV, and a possible reduction in support for enforcement and green outreach work.	Yes
38	Recreation Services <b>Broadwater Farm Community Centre Efficiency</b> - The centre currently caters for the Broadwater Farm community, in terms of events, functions and some sporting activity both indoors and outdoors by means of a sports hall and outdoor pitch. The centre is operating at a deficit of £302k as per the 2010/11 budgeted position. There are a number of spaces for offices and meetings although lettings income is minimal. The Centre is now managed through the Sports & Leisure unit of Recreation Services, and an improvement plan has been developed/put in place. Improved efficiency will come from increased income (Health & Fitness and Premier League Sport project) and reduced staffing cost.	75	0	0	75	Achievement of income, but supported by in year capital spend and partnership with Tottenham Hotspur Foundation.	Yes
39	Recreation Services <b>White Hart Lane Community Sport Centre</b> - The centre currently attracts over 200,000 visits, participating in sports activities. However, the centre is operating at a deficit of £478k as per the budgeted position and requires further capital investment to maintain the status quo. Revenue generation has been fairly flat for the last 10 years, especially since the development of Lea Valley Sports Centre which has taken many athletic events and activities. The focus has been to broaden the scope of WHLCS which has sustained revenue but has not significantly reduced the deficit position.	0	100	378	478	Level of cooperation amongst key stakeholders. Objections to the disposal of Coles Park. Requires significant level of capital investment for which no provision exists centrally.	Yes
40	Recreation Services <b>Leisure Service Option Review</b> - To identify future service options for the delivery of services with a significantly reduced subsidy from the Council. One off upfront costs of delivery are estimated at £100k.	(100)	600	0	500	Would involve a move to contracted management of leisure centres and a loss of direct control, together with the TUPE of existing 94 FTE staff. However the current range of facilities and services at the sites would be maintained.	Yes
41	Voluntary Sector <b>Recommissioning and efficiency from grant funding to voluntary/third sector and London Boroughs Grants Committee</b>	396	370	0	766	London Councils are returning the funding with the expectation that the funding is invested in voluntary sector demonstrating priorities through an open/transparent process. The Council may be open to legal challenge from community and voluntary sector if the funding is not made available for the commissioning of services.	Yes

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

Appendix 6.2

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

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

Directorate/Service Area		Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
56	Cross Directorate	<b>Non Statutory Services - funded from the former ABG</b>	1,381			1,381	<p>These services deliver a range of preventative services, mostly commissioned through the voluntary sector (£272,779).</p> <p>* The savings will deliver efficiencies of £976,458 of WNF funding which will cease from 31/3/11</p> <p>* It also includes £87,583 of services that have been decommissioned in year 2010/11</p> <p>* Some of the funding contributes to services to other Directorates in the Council:</p> <ul style="list-style-type: none"> <li>- Welfare to Work £30k (Urban Environment)</li> <li>- Contribution to CYPs contract (Open Door) £21k</li> <li>- Reaping the Benefits (PPP), £84k, to finish 31/1/2011</li> </ul>	Yes
57	Safeguarding & Strategic Services	<b>Supporting People Programme Reduction</b>	5,000			5,000	<p>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.</p> <p>The retained services would then be re-designed with a view to moving those relevant adult social care client groups into the personalisation agenda for future commissioning and focusing the programme on the Hard-To-Reach groups, within significantly closer working arrangements with strategic housing.</p>	Yes
58	Recreation Services	<b>Further Parks staffing efficiencies and Leisure Development.</b>	660			660	<p>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.</p>	Yes
<b>ACCS Grand Total</b>			<b>8,935</b>	<b>1,185</b>	<b>403</b>	<b>10,523</b>		
<b>Children and Young People's Service</b>								
59	Children's Network	<b>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.</b>	576	0	0	576	<p>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.</p>	Yes
60	Children's Network	<b>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.</b>	1,568	392	0	1,960	<p>This represents a significant reduction in the funding for the Youth Service and will therefore result in a more focused approach being adopted with reductions in the days on which services are available to young people. This means less centre based activity, more detached youth work through teams deployed to particular areas and the use of community based settings. The Council is working with the youth of the Borough to help determine the future shape of the service offer.</p>	Yes
61	Children's Network	<b>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.</b>	5,236	1,283		6,519	<p>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.</p>	Yes
62	School Standards and Inclusion	<b>School Standards - review of previous proposals to make more use of grants subsumed into DSG e.g. EMAAG. Subject to approval of DSG Budget Strategy.</b>	250			250	<p>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.</p>	Yes

Appendix 6.2

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

Appendix 6.2

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

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

Appendix 6.2

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

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

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

## Reserves and their Adequacy

### **1. General Fund General Reserve**

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

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

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

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

### **2. Services Reserve**

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

### **3. Insurance Reserve**

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

### **4. PFI Reserve**

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



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

### **5. Infrastructure Reserve**

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

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

### **6. Transition Reserve**

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

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

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

### **7. Financing Reserve**

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

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

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

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

## **9. HRA reserve**

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

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

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

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

## **11. Schools Reserve**

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

## **12. Overall**

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

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

## Adequacy of Reserves – Risk Assessment

Three key assessment areas:

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

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

## 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>				
<b>Pupil Premium – Schools</b>		<b>4.266</b>		
<b>Pupil Premium – LAC</b>		<b>0.133</b>		
<b>Pupil Premium - Total</b>		<b>4.399</b>		

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

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

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

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

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

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

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



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

Appendix 10.1

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

**HRA New Investment**

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

**HRA Existing Investment**

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

## Appendix 10.3

### 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

## Managed and Retained Budgets

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

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

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

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

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

Appendix 11.1

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

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

Appendix 11.2

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





**Draft Harringey Council Capital Programme 2011/12 to 2013/14**

Draft Capital Programme 2011/12 to 2013/14		Total Planned Expenditure Budget				Total Funding Source (3 years)				Total		
Ref No.	Name of Capital Scheme	Estimated Projected Spend Up To 31.3.11 (Where stated) £'000	Proposed 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
	<b>Children &amp; Young People Service</b>											
	<b>Primary and Pre-School Programme</b>											
24	PCP - Broadwater Farm LLC		6,470	5,437	769	12,676	9,393	1,000	2,283	0	0	12,676
25	Rhodes Avenue Expansion to 3 FE		3,417	2,670	354	6,441	3,527	1,838	0	1,076	0	6,441
26	Coleridge Primary: Expansion		276	0	0	276	276	0	0	0	0	276
27	Downhills re-model entrance, reception, kitchen		500	0	0	500	500	0	0	0	0	500
28	Mulberry modernisation		1,200	1,400	400	3,000	3,000	0	0	0	0	3,000
29	Pupil Place expansion fund		1,000	2,000	5,069	8,069	2,127	2,620	0	3,322	0	8,069
30	Alternative provision (Primary)		50	1,150	0	1,200	1,200	0	0	0	0	1,200
31	PCP Delivery costs		500	600	600	1,700	1,700	0	0	0	0	1,700
32	PCP Programme Contingency		250	250	1,000	1,500	1,250	0	0	250	0	1,500
	<b>(A) Sub-total Primary and Pre-School Programme</b>		<b>13,663</b>	<b>13,507</b>	<b>8,192</b>	<b>35,362</b>	<b>22,973</b>	<b>5,458</b>	<b>2,283</b>	<b>4,648</b>	<b>0</b>	<b>35,362</b>
	<b>Planned Asset Improvement</b>											
33	Planned and reactive condition works		1,000	2,000	2,500	5,500	1,648	0	0	3,852	0	5,500
34	Electrical infrastructure upgrades		1,000	500	0	1,500	1,241	159	0	100	0	1,500
35	PFI Costs - Lifecycle Fund		200	200	200	600	0	0	0	0	600	600
	<b>(B) Sub-total Planned Asset Maintenance</b>		<b>2,200</b>	<b>2,700</b>	<b>2,700</b>	<b>7,600</b>	<b>2,889</b>	<b>159</b>	<b>0</b>	<b>3,952</b>	<b>600</b>	<b>7,600</b>
	<b>Devolved Schools Capital</b>											
36	Devolved Capital		804	800	800	2,404	2,404	0	0	0	0	2,404
	<b>(C) Sub-total Planned Devolved Schools Capital</b>		<b>804</b>	<b>800</b>	<b>800</b>	<b>2,404</b>	<b>2,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,404</b>
	<b>Social Care And Other</b>											
37	Carer Home Adaptations		100	100	100	300	300	0	0	0	0	300
	<b>(D) Sub-total Social Care And Other</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
	<b>(E) Total CYPs excluding BSF (E=A+B+C+D)</b>		<b>0</b>	<b>16,767</b>	<b>17,107</b>	<b>45,666</b>	<b>28,566</b>	<b>5,617</b>	<b>2,283</b>	<b>8,600</b>	<b>600</b>	<b>45,666</b>
	<b>Building Schools For The Future (BSF) - School Projects</b>											
38	Alexandra Park		3,765	38	0	38	38	0	0	0	0	38
39	Fortsmeier/Blanche Neville		4,553	33	0	33	33	0	0	0	0	33
40	Gladesmore		12,214	192	0	192	192	0	0	0	0	192
41	Heartlands High School		31,758	1,153	247	1,400	1,200	0	0	0	200	1,400
42	Higgate Wood		4,953	0	0	0	0	0	0	0	0	0
43	Hornsey Girls		4,878	49	0	49	49	0	0	0	0	49
44	John Loughborough		5,076	0	0	0	0	0	0	0	0	0
45	Northumberland Park/Vale		16,434	184	0	184	184	0	0	0	0	184
46	Park View Academy		12,744	130	0	130	130	0	0	0	0	130
47	St Thomas More		7,945	75	0	75	75	0	0	0	0	75
48	Woodside High		22,333	5,687	188	5,855	5,855	0	0	0	0	5,855
49	Young Peoples Centre		5,376	0	0	0	0	0	0	0	0	0
50	ICT MSP Contract		12,139	1,605	2,969	6,654	4,594	0	1,500	560	0	6,654
51	BSF Other - Total		20,624	64	0	64	64	0	0	0	0	64
52	BSF Programme Contingency		6,988	185	25	210	210	0	0	0	0	210
	<b>(F) Sub-total BSF School Projects</b>		<b>171,780</b>	<b>9,395</b>	<b>3,409</b>	<b>14,884</b>	<b>12,624</b>	<b>0</b>	<b>1,500</b>	<b>560</b>	<b>200</b>	<b>14,884</b>
	<b>Total Children &amp; Young People</b>		<b>171,780</b>	<b>26,162</b>	<b>20,516</b>	<b>13,872</b>	<b>41,190</b>	<b>5,617</b>	<b>3,783</b>	<b>9,160</b>	<b>800</b>	<b>60,550</b>

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

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	Grants & Contribution From Private Developers & Leaseholders £'000	Use Of Capital Receipts £'000	Financing From Major Repairs Reserve (MRR) / Major Repairs Allowance (MRA) £'000	Total £'000
<b>Housing Services (Housing Revenue Account (HRA))</b>									
53	Retained Hostels Borough-wide	1,000	0	0	1,000	0	1,000	0	1,000
54	Transferable Discount Scheme	100	0	0	100	0	100	0	100
55	Estate Improvement	50	50	50	150	0	0	150	150
56	Planned Preventative Maintenance	5,854	5,854	5,854	17,562	0	0	17,562	17,562
57	Structural Works	300	300	300	900	0	0	900	900
58	Extensive Void Works	400	400	400	1,200	0	0	1,200	1,200
59	Energy Conservation	150	150	150	450	0	0	450	450
60	Boiler Replacement	67	67	67	201	0	0	201	201
61	Affordable Housing	850	0	0	850	0	850	0	850
62	Lift Improvements	2,000	2,000	2,000	6,000	0	0	6,000	6,000
63	Decent Homes	1,933	1,300	0	3,233	3,233	0	0	3,233
64	Asbestos Removal	200	200	200	600	0	0	600	600
65	Essential Capital Works	200	200	200	600	0	0	600	600
66	Major Works Voids Conversions	100	0	0	100	0	100	0	100
67	Mechanical & Electrical Works	2,877	2,877	2,877	8,631	0	0	8,631	8,631
68	Professional Fees	1,408	1,408	1,408	4,224	0	0	4,224	4,224
69	Sewage & Drainage	37	37	37	111	0	0	111	111
<b>Total Housing Services (Housing Revenue Account)</b>		<b>17,526</b>	<b>14,843</b>	<b>13,543</b>	<b>45,912</b>	<b>3,233</b>	<b>2,050</b>	<b>40,629</b>	<b>45,912</b>