

are included in the updated proposals set out in Appendix 5.

- 15.3 Cabinet is recommended to approve these proposals for consideration by the Council at its meeting on 27 February 2013.

Improved Customer Services

- 15.4 As part of the Councils ongoing commitment to providing top quality services for residents, £2m has been included in the capital programme, £500k to be spent in 2013/14, and £1.5m in 2014/15. This will be funded from reserves.

Housing Revenue Account

- 15.5 Since the December Cabinet report the allocation of capital funding has been revised slightly. The amount of funding required for Extensive Void Works has been reduced and the funding for Estate Improvements increased. The allocation for Other Capital Works in 2014/15 has been increased by £950k. The HRA schemes are all funded from HRA reserves, and a separate narrative in HRA capital is also included in the Appendix.

- 15.6 Taking these changes into account, the revised summary is as follows:

Expenditure	Proposed Budget 2013/14	Indicative Budget 2014/15	Indicative Budget 2015/16	Total
	£'000	£'000	£'000	£'000
Place & Sustainability	24,447	10,125	7,133	41,705
Children & Young People	20,228	8,918	6,350	35,496
Adults & Housing	2,036	2,036	2,036	6,108
HRA	34,202	56,777	47,319	138,298
Other	2,100	2,500	1,100	5,700
Total Capital Programme	83,013	80,356	63,938	227,307

Draft Capital Funding				
Government Grants	8,781	8,507	6,886	24,174
Other Grants	11,484	947	1,583	14,014
Capital Receipts	16,573	11,128	7,600	35,301
Section 106	463	0	0	463
HRA	34,202	56,777	47,319	138,298
Reserves & Revenue	2,635	1,950	550	5,135
Prudential Borrowing (pre-agreed)	8,875	1,047	0	9,922
Total Capital Financing	83,013	80,356	63,938	227,307

- 15.7 Further changes to these figures may occur as grant notifications from Transport for London and the Department for Education are finalised.

16 Treasury Management Strategy

- 16.1 The Treasury Management Strategy Statement (TMSS) for 2013/14 will be brought to the meeting of the Council on 27 February 2013.

- 16.2 The TMSS has been formulated by the Corporate Committee and scrutinised by the Overview & Scrutiny Committee, who had no comments to make on the statement. The TMSS will set out the proposed strategy for the Council's borrowing, investment of cash balances and the associated monitoring arrangements.

17 Comments of the Chief Finance Officer and financial implications

- 17.1 As the report is primarily financial in its nature, comments of the Chief Finance Officer are contained throughout the report.

18 Head of Legal Services and legal implications

18.1 The Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution set out the process which must be followed when the Council sets its Budget. It is for Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget.

18.2 The Cabinet will need to ensure that where necessary, consultation is carried out and equalities impact assessments are undertaken and that the outcomes of these exercises inform any final decisions. The Council will need to ensure that any finalised proposals do not result in the Council being unable to comply with its statutory duties.

19 Equalities and Community Cohesion Comments

19.1 Equality Impact Assessments are being carried out on the budget proposals and outcomes will be included in the relevant Cabinet reports as appropriate.

20 Head of Procurement Comments

20.1 Not applicable

21 Policy Implication

21.1 The Medium Term Financial Plan represents the resource framework for delivery of Council Policy and objectives.

22 Use of Appendices

22.1 Appendix 1 – Summary of the MTFP 2013/14 to 2015/16 (including Annex A; Revenue Savings, Growth and Re-profiling Requests from December 2012 Cabinet (as amended))

22.2 Appendix 2 – Directorate Cash Limits

22.3 Appendix 3 – Dedicated Schools Grant

22.4 Appendix 4 – Housing Revenue Account incl. Annex A: HRA MTFP 2013-16

22.5 Appendix 5– Capital Programme

22.6 Appendix 6 – Scrutiny recommendations

23 Local Government (Access to Information) Act 1985

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

- Financial Planning 2012/13 to 2014/15 - Cabinet 7 February 2012
- Financial Planning 2013/14 to 2015/16 - Cabinet 10 July 2012
- Financial Planning 201/14 to 2015/16 - Cabinet 18 December 2012

23.2 For access to the background papers or any further information please contact Barry Scarr, Interim Head of Corporate Finance, on 0208 489 3743.

HARINGEY COUNCIL MEDIUM TERM FINANCIAL PLAN TO MARCH 2015

Appendix 1

	2012/13 Revised Base Budget £'000	Pre-Agreed Growth £'000	New Growth £'000	Pre-Agreed Savings £'000	New Savings £'000	2013/14 Revised Base Budget £'000	Pre-Agreed Growth £'000	New Growth £'000	Pre-Agreed Savings £'000	New Savings £'000	2014/15 Revised Base Budget £'000	Pre-Agreed Growth £'000	New Growth £'000	Pre-Agreed Savings £'000	New Savings £'000	2015/16 Revised Base Budget £'000
Service Areas (excluding Corporate Recharges and Capital Financing Costs)																
Adults and Housing	88,048	4,688	4,900	(3,808)	(1,729)	92,096	0	650	0	(1,200)	91,549	0	950	0	(365)	92,134
Place and Sustainability	45,713	869	1,094	(3,179)	(804)	45,695	500	(962)	(800)	(950)	41,481	0	0	0	(200)	41,281
Public Health *	724	0	17,587	0	(500)	17,811	0	592	0	0	18,403	0	0	0	0	18,403
Children and Young People's Services	65,133	18	(632)	(1,042)	(3,646)	59,828	0	0	(910)	(2,975)	58,044	0	0	0	0	56,044
Sub-Total	199,618	5,575	22,949	(8,029)	(6,681)	218,462	500	280	(1,610)	(5,125)	207,477	0	950	0	(565)	207,962
Corporate Services																
Corporate Resources	26,436	44	580	(1,835)	(416)	24,808	0	(330)	(390)	(725)	23,964	0	(100)	0	0	23,264
Chief Executive	9,953	0	330	(1,030)	617	9,870	0	310	(50)	(264)	9,896	0	(440)	0	(60)	9,366
Non-Service Revenue	42,443	5,583	(1,600)	(4,687)	(3,563)	38,176	1,350	4,500	0	0	44,026	0	5,530	0	0	49,556
Inflation	0	1,800	0	0	0	1,800	5,000	0	0	0	6,800	0	5,000	0	0	11,800
Budget Shortfall	0	0	0	0	0	0	0	0	0	(20,698)	(20,698)	0	0	0	(22,501)	(43,199)
Sub-Total	78,832	7,427	(690)	(7,552)	(3,362)	74,662	6,350	4,480	(440)	(21,687)	83,348	0	9,990	0	(22,561)	50,787
Total Funding Requirement	278,450	13,002	22,259	(15,581)	(10,043)	288,047	6,850	4,760	(2,050)	(26,812)	270,835	0	10,940	0	(23,126)	258,649
Funding Sources																
Core Grants	29,703	0	0	(2,500)	(22,995)	4,208	0	(1,000)	0	0	3,208	0	(750)	0	(1,000)	1,458
Public Health Grant *	0	0	17,587	0	0	17,587	0	592	0	0	18,179	0	0	0	0	18,179
NHS Grant	2,830	0	0	(1,430)	2,710	4,110	0	0	0	0	4,110	0	0	0	0	4,110
Education Services Grant	0	0	0	0	3,760	3,760	0	(600)	0	0	3,160	0	(600)	0	0	2,560
New Homes Bonus	1,685	0	0	0	1,410	3,095	0	0	0	0	3,095	0	0	0	0	3,095
Business Rates	0	0	0	0	18,577	18,577	0	0	0	571	19,148	0	0	0	0	19,148
Top up	0	0	0	0	52,711	52,711	0	0	0	1,617	54,328	0	0	0	0	54,328
Revenue Support Grant	141,221	0	0	(3,500)	(29,258)	108,463	0	(9,013)	(10,573)	0	88,877	0	(11,366)	0	0	77,511
Council Tax	103,011	0	0	0	(27,781)	75,230	0	0	1,500	0	76,730	0	1,530	0	0	78,260
Surplus/(Deficit) on Collection Fund	0	0	(3,570)	0	0	(8,570)	0	3,570	0	0	0	0	0	0	0	0
Contribution from/(to) Reserves	0	0	3,570	0	346	3,916	0	(3,570)	0	(346)	0	0	0	0	0	0
Total Available Funding	278,450	0	17,587	(7,430)	(520)	288,047	0	(10,021)	(9,073)	1,842	270,835	0	(11,196)	0	(1,000)	258,649



Savings Proposals for consideration		2013/14	2014/15	2015/16	Total
		£'000	£'000	£'000	£'000
Adults & Housing	1,447	1,200	365	3,012	
Children's Services	3,025	2,975	0	6,000	
Place & Sustainability	641	950	200	1,791	
Chief Executive's Service	235	264	60	559	
Corporate Resources	1,705	725	0	2,430	
TOTAL	7,053	6,114	625	13,792	

Savings Proposals - Adults & Housing						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further Information/Impact on Performance (Service Delivery)
Business Unit						
A1	Staffing reduction	0	0	80	80	There is a reduction to the senior management team; a deletion of 1 senior manager post in the light of service closures and restructures. Proposal is to explore:
A2	New model of service delivery for Occupational Therapy and possibly Social Work Assessment.	0	180	0	180	(i) integration of occupational therapy and social assessment with a community health partner; or (ii) work with a partner / another council. There will achieve budget savings through improved integrated working and consequently some staffing savings.
A3	Redesign of Adult Social Work Assessment Service	300	420	0	720	There will involve a large restructure of the management of social work staff and will require significant staff consultation and changes to business processes.
A4	Process improvements within personalisation and assessment	0	0	35	35	No impact on service delivery
A5	Integrated Access Team Officers. Reduction of two posts.	65		0	65	Efficient systems management should be able to mitigate against any reduction in responsiveness.
A6	Day Centre Temporary Day Service Officers - delete 4 posts	25	85	0	110	Successful training for staff to work with people who have both mental and physical health needs means that the service has been fully integrated and the service can be managed effectively without the additional temporary posts required to assist the transition.
A7	Senior Reablement Worker - deletion of 1 post.	30	0	0	30	Low impact as this is a new post that has never been recruited to. Vacant Post.
A8	Prevention service - Service Support officer - deletion of 1 post.	0	35	0	35	There is not a front-facing post and there is no direct contact with the public. Most of the work is for the Residential Homes which have now closed and sheltered step-down. Given the closures it is now possible to manage without this post.
A9	Catering Contract Manager - deletion of one post.	40	0	0	40	Manages & monitors meals contract and home 'nutrition advisor'. Now residential homes have closed and Meals service is moving to tri-borough cost and volume contract arrangement it is now possible to manage without this post.
A10	Learning Disability Day Opportunities Restructure - delete 4.5 posts (1 currently vacant).	130	0	0	130	There is a re-structuring of Learning Disabilities Day Opportunities' management and supervisory posts with the aim of rationalising the management structure.
A11	Learning Disability Community Support Worker (Adult Placement Team) - delete 1 post.	30	0	0	30	Delete one vacant post. There is little or no impact on service delivery. This is a vacant position that a service has held for over a year.
A12	Learning Disability Support Worker (Day Opportunities) delete 1 post - currently vacant.	20	0	0	20	Delete 1 vacant post.
A13	Voluntary Sector Strategy	50	200	100	350	Through the implementation of the Voluntary Sector Commissioning Framework; more focused service specifications; a greater emphasis on collaboration between agencies these savings will be achieved
A14	A Framework-i (Children & Adults client data base) system improvement (efficiency) change		10		10	No service impact. An efficiency following a systems process change.
A15	Framework-i (Children & Adults client database) contract renegotiation	50	0	0	50	No service impact. Contract cost reduction

Savings Proposals - Adults & Housing						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further information/Impact on Performance (Service Delivery)
Business Unit						
A16	Adults	0	0	150	150	Develop a Supported Housing scheme for six to seven young disabled adults. Supported Living is a model of care that promotes independence and helps clients to remain within the community. As such it is the preferred model of care and represents a better service
A17	Adults	200	200		400	Li rely to include some front line staff although this will be minimised as far as possible. May therefore have an impact on performance.
A18	Housing	170	0	0	170	This saving involves the merger of two lettings teams and deletion of the dedicated visiting team to create a single team with a broader range of functions and responsibilities.
A19	Housing	40	0	0	40	Review of the service in the light of Welfare Reforms and the deletion of one post. Capacity in the team will be reduced and there is a risk that performance could be affected.
A20	Housing	40	30	0	70	This saving depends on process improvements being achieved, without which there could be a loss of responsiveness and support to the professional staff
A21	Housing	60	0	0	60	Increased automation of the housing register and applications has created scope for efficiencies. This assumes that demand remains at the current level.
A22	Housing	60	0	0	60	This involves the deletion of the specialist overcrowding officer post and a reduction in the overall size of the team.
A23	Housing	80	40	0	120	May reduce levels of rent collected and support provided.
A24	Housing	57	0	0	57	No impact on service delivery.
	Total Adults & Housing	1,447	1,200	965	3,012	

Savings Proposals - Children's Services						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further information/Impact on Performance (Service Delivery)
Business Unit						
C1 Children and Families	Reduction in LAC Placements.	2,410	2,250		4,660	Achieving the target set out will bring the Council into line with the average performance of our inner London statistical neighbours.
C2 Children and Families	Review of Early Years Services.		150		150	This is an efficiency contribution to savings.
C3 Children and Families	Net reduction in staffing requirements following early intervention processes and reductions in numbers of LAC.	85	150		235	Providing that the reduction in LAC happens as planned the impact on performance should be minimal.
C4 Children and Families	Reduction in Legal Services budget as a result of fewer care proceedings.	50	50		100	Providing that the reduction in LAC happens as planned the impact on performance should be minimal.
C5 Children and Families	Reduction in the need for Contact Services following reductions in numbers of LAC.	30	50		80	Providing that the reduction in LAC happens as planned the impact on performance should be minimal.
C6 Children and Families	LAC Commissioning Savings flowing from the work of the North London Strategic Alliance	150	0		150	Reduction in price paid may result in reduction in choice of placements
C7 Children and Families	Review of the Fostering and Adoption services to achieve better value for money outcomes	50	75		125	This proposal is anticipated to improve the performance and value for money of the service.
C8 Children and Families	Reduction in SEN transport costs	100	150		250	Provision of more local places at the Brook and Riverside have reduced our costs and improved our offer to families.
C9 Prevention and Early Intervention	Consolidation of arrangements for Youth Offending, Alternative Provision and Behaviour Support services to achieve efficiencies.	150	100		250	A review is underway of management and service delivery in YOS, Alternative Provision and YCP. We intend to rationalise the offer and deliver efficiencies through a more unified approach.
Total Children's Services		3,025	2,975	0	6,000	

Savings Proposals - Place & Sustainability						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further information/Impact on Performance (Service Delivery)
	Business Unit					
P1	Corporate Property Efficiency savings through centralisation of Facilities Management functions for all Council occupied buildings to achieve lower costs through standardisation and maximising purchasing power.	25	75		100	No adverse impact on service delivery is anticipated.
P2	Corporate Property Efficiency savings in senior management, project management/support and information/administrative support through merger of Corporate Property and Capital Projects to form a new business unit: Property & Major Projects	100	100		200	Majority of capital project delivery team funded by capitalisation against projects. Revenue savings predicated on more efficient use of shared resources and by maintaining fee charges at current prices.
P3	PRE Additional income from Planning Fees	25			25	No impact
P4	PRE Delete Team Leader Post in Service Management		80		80	Reduction in Management and Reallocation of Responsibilities across the Business Unit
P5	PRE Reduce Management within Carbon Management Team	75			75	Reduction in Management given development of projects work under Assistant Director post
P6	Leisure and Culture School Swimming – increase charges to schools	70			70	No direct impact on the delivery of sessions unless schools choose to cancel sessions.
P7	Leisure and Culture Amend Council policy to allow more events in Finsbury Park	40	45		85	This will require a change in the Council's agreed policy for events in parks. The change would need to remove the restriction at Finsbury Park and develop policy to cover the cost of hiring and using all parks.
P8	Leisure and Culture Deletion of Mobile Library Service		100		100	Reduce access to Library Services
P9	Leisure and Culture Further reduction in Leisure Staffing		50		50	Limited impact, as part of a reduction and reorganisation of Service Commissioning and Client functions.
P10	Single Front Line Restructure Enforcement response (noise service) to enable the deletion of 1 post	40			40	The service will reduce its operating hours by 10%.
P11	Single Front Line Revision to Arrangements for Area Committees / Forums	147			147	To reduce the support to Area Committees which includes not supporting Area Action Plans and maintaining distribution lists. Also reducing the available level of support for Single Frontline consultations and engagement proposals.
P12	Single Front Line Increase in pest control charges to Homes for Haringey by 2.5%	19			19	No impact
P13	Single Front Line Change in Penalty Charge Notice Charge band across the borough. Higher band already in operation in Wood Green and this will bring the rest of the borough in line.		400		400	Parking compliance and income may be affected.

Savings Proposals - Place & Sustainability						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further information/Impact on Performance (Service Delivery)
P14	Business Unit Single Front Line Re-organisation efficiency savings		100		100	No impact.
P15	Single Front Line Increase in income received from North London Waste Authority as payments for commingled recycling (CIPS)	100			100	No impact on service delivery - the increased income is related to increases in levels of commingled recyclates collected by the Council.
P16	Single Front Line Conduct service review to rebalance street cleansing aligned with need			200	200	Any change in service will be predicated on minimising the potential impact on overall street cleansing performance targets.
Place & Sustainability Grand Total		641	950	200	1,791	

Savings Proposals - Chief Executive							
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further information/Impact on Performance (Service Delivery)	
Business Unit							
E1	Reduce overtime, Member training and conference budgets	45			45	This proposal involves changing working practices to work more flexibly. It also means a reduction in Member training spend.	
E2	Reduction to central marketing budget	30	29		59		
E3	As the Council's workforce reduces some further reduction in the HR service can be made.		100		100	This proposal is likely to result in a reduction in services specific to Haringey.	
E4	Secretariat support rationalisation	60			60	Impact will be managed.	
E5	Likely reduction in canvassing costs following introduction of Individual Voter Registration.		35		35	Once IVR is implemented cost will shift from canvassing to initial registration.	
E6	Centralising of all L&D, change and service improvement staff and budgets.			60	60	Impact manageable	
E7	Reduction in the size and capacity of the communications and consultation service	100	100		200	This saving will reduce the capacity of the work of the team.	
Total Chief Executive's Service		235	264	60	559		

Savings Proposals - Corporate Resources						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Further information/Impact on Performance (Service Delivery)
Business Unit						
R1	N/A - financing adjustment	900			900	Infrastructure Renewal Programme will be delivered under budget and prudential borrowing will not be required
R2	ICT	500	(500)		0	None
R3	ICT		100		100	None
R4	ICT		500		500	Operational service levels will be reviewed to meet this reduced budget
R5	Procurement		45		45	The reduction may impact upon performance.
R6	Procurement		40		40	Will require changed processes across the council.
R7	Audit and Risk	150			150	Operational processes to handle insurance claims against the Council will not be affected.
R8	Audit and Risk	10			10	Operational processes will not be affected - audit plan will be kept under review to focus on high risk areas.
R9	Audit and Risk	40			40	Operational processes may be affected depending on the areas identified for savings
R10	Legal		325		325	Turnaround time on legal work will increase. The volume of legal work has to decrease in order to deliver these savings.
R11	Corporate Finance		150		150	Will require buy in, across the organisation, to revised procedures & processes.
R12	Revenues, Benefits and Customer Services	20			20	No impact.
R13	Revenues, Benefits and Customer Services	35			35	Performance levels maintained
R14	Revenues, Benefits and Customer Services		65		65	Role to be covered by other Assistant Heads in post.
R15	Legal	50			50	None expected as the increased activity will be met from existing resources
Total Corporate Resources		1,705	725	0	2,430	

Investment Proposals for consideration				
	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000
Adults & Housing	4,400	650	950	6,000
Children's Services	0	0	0	0
Place & Sustainability	100	0	0	100
Chief Executive's Service	0	310	(310)	0
Corporate Resources	0	0	0	0
TOTAL	4,500	960	640	6,100



Investment Proposals for consideration						
Directorate/Service Area	Proposed Use of Investment & Justification (KPIs etc)	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
Adults & Housing						
A1	Care Costs for Young People in transition from Children's to Adults Services.	0	1,250	1,350	2,600	Transition - To fund the care needs of young people when they leave school or reach 18 in 2013-16. All client groups. A total of 173 children over 3 years.
A2	Care costs arising from NHS Continuing Care Reassessments	3,600	(200)		3,400	To fund the increased care costs of Learning Disabilities and Mental Health clients transferred from Continuing Health Care Funding.
A3	AST Incentives - homelessness prevention	800	(400)	(400)	0	Provision of incentives to private sector landlords for access to good quality private sector lets, allowing the Council to discharge duty to households who approach as homeless.
Total Adults & Housing		4,400	650	950	6,000	
Place & Sustainability						
P1	Increased cost of neighbourhood Planning related work due to Localism Bill	100			100	To meet increased statutory requirements due to Localism Act and manage the growth in demand from Planning and Regeneration projects and additional changes in planning legislation.
Total Place and Sustainability		100			100	
Chief Executive's Service						
E1	Funding for 14/15 Local Council Election		310	(310)	0	Statutory requirement
Total Chief Executive's Service			310	(310)	0	



Amendments to Pre-Agreed Savings

Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Reason for change
Corporate Resources						
CR1	Revenues, Benefits and Customer Services Sharing or externalisation of call centre	100		(100)	0	To be re-profiled from 13/14 to 15/16 and incorporated into savings derived from the review of the customer service offer.
CR2	Corporate Finance Review finance support post Support Functions Review.	230	(230)		0	Requirement to re-profile to 2014/15 to enable a single staffing review to be undertaken alongside other 2014/15 savings. The effects of the significant SFR restructure in 2011 are still being experienced; 2013/14 would be too early and could destabilise the service.
CR3	Corporate Finance Increase debt collection of miscellaneous debts	150			150	Current income collection levels have not made this saving possible as proposed.
CR4	Procurement Reduction in accounts payable team	100	(100)		0	Reduction in budget through staffing efficiencies will not be met in 2013-14, but will be actioned after the implementation of ONE SAP. E-invoicing solution to be implemented in 2014-15.
Total Corporate Resources		580	(330)	(100)	150	
Chief Executives						
CE1	Cross Cutting Reduce one head of service plus two managers	200			200	It is now proposed that this saving will be delivered by efficiencies and staff reductions across the Communications team. These are set out as new savings
CE2	OD&L Share OD Services with WF - this is a proposal to share the Head of OD and thereafter to look for a single OD service offer. Initial work has focussed on sharing training commissioned spend.	50		(50)	0	To date £100k of saving have been delivered through the sharing of services with Waltham Forest and by not filling vacant posts. Any further savings can only be achieved by centralising spend on change, L&D and service development spend within the council, which is proposed as a new saving.

Amendments to Pre-Agreed Savings						
Directorate/Service Area	Efficiency & Saving proposal	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000	Reason for change
CE3 OD&L	Review of OD&L - The review of Organisational Development activity will aim to improve the OD Service Offer to the council in the context of the need for savings and efficiencies.	80		(80)	0	The service has delivered a budget reduction of 70% over 2011/12 - 2013/14 (£1.25m). The service is now shared with LBWF. Any further reductions need to be achieved by centralising training, change and service development resources and spend. Reprofile to 2015/16 over 2014/15.
Total Chief Executives		330	0	(130)	200	
Place and Sustainability						
P1 Corporate Property	Reduction in Office Accommodation and future savings through revised accommodation plan	750	(750)		0	Saving for 2012/13 being achieved. For the remainder, savings identified to date fall short by £500K which is currently part of the property review work. Of the savings identified there is a slippage of £750K from 2013/14 into 2014/15 and future years.
P2 Single Front Line	Reduce Contract Monitoring of Veolia Contract	212	(212)		0	Saving possible once contract has bedded in, incl. rollout of fortnightly collections. Request saving be slipped to 2014/15.
P3 Cross-Cutting	Savings on Security Costs at Customer Service Centre's	32			32	Saving will not be achieved in this way. Alternative savings have been made in the service.
Total Place and Sustainability		994	(962)	0	32	
TOTAL		1,904	(1,292)	(230)	382	

Appendix 2

Business Unit Cash Limits

2013/14

	Cash Limit £000
Director of Adults & Housing	760
Adults and Community Services	74,436
Community Housing Services	16,903
Total Adults and Housing	92,099
Director of Place & Sustainability	404
Single Front Line Services	27,963
Planning, Regeneration & Economy	2,872
Single Front Line Management	146
Tottenham Team	700
Property	6,624
Leisure Services	1,628
Culture, Libraries & Learning	3,275
BSF Revenue/Direct Services	81
Total Place & Sustainability	43,693
Director of Public Health	17,811
Total Public Health	17,811
Director of Corporate Resources	201
Revenues, Benefits & Customer Services	7,032
Corporate Finance	5,402
Corporate Procurement	1,845
Legal Services	-824
Information Technology	11,153
Total Corporate Resources	24,809
Prevention and Early Intervention	10,309
Children & Families	48,905
Director's Budget	615
Total Children & Young People's Services	59,829
Chief Executive	2,168
Electoral Service	309
Human Resources	2,190
Organisational Development & Committee	865
Local Democracy	888
Policy, Intelligence & Partnerships	2,165
Communications	1,285
Total Chief Executive	9,870
Non Service Revenue	39,976
TOTAL FUNDING REQUIREMENT	288,087

