

NOTICE OF MEETING

Cabinet

TUESDAY, 12TH JUNE, 2012 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Kober (Chair), Bevan, Canver, Goldberg, Strickland, Vanier, Waters and Watson.

AGENDA

8. FINANCIAL OUTTURN 2011/12 (PAGES 1 - 28)

(Report of the Assistant Director Finance to be introduced by the Cabinet Member for Finance and Carbon Reduction) To note provisional revenue and capital outturn for 2011/12 and to consider revenue and capital carry forward requests and approve 2012/13 virements proposals.

13. OUT OF BOROUGH ESTATE - WALTHAM CROSS (PAGES 29 - 38)

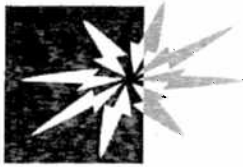
(Report of Director of Adult and Housing Services to be introduced by the Cabinet Member for Housing) To consider the disposal of the Waltham Cross Estate to a Registered Housing Provider.

25. OUT OF BOROUGH ESTATE - WALTHAM CROSS (PAGES 39 - 54)

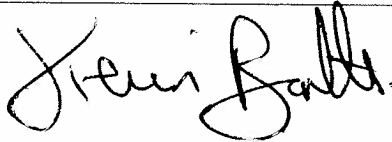
(Report of Director of Adult and Housing Services to be introduced by the Cabinet Member for Housing) To consider exempt information pertaining to Item 13 above.

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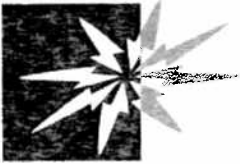
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Haringey Council

Report for:	Cabinet	Item Number:	
Title:	Financial Outturn 2011/12		
Report Authorised by:	 Kevin Bartle – Interim Chief Financial Officer		
Lead Officer:	Barry Scarr – Interim Head of Corporate Finance		
Ward(s) affected: All	Report for Key decisions		

1. Describe the issue under consideration
 - 1.1 To set out the provisional revenue and capital outturn for 2011/12, to consider revenue and capital carry forward requests, and to approve 2012/13 virement proposals.
2. Introduction by Cabinet Member for Finance and Carbon Reduction – Councillor Joe Goldberg
 - 2.1 2011/12 was the first year of the Coalition's comprehensive spending review, and Haringey was hit hard by the Government's tactic of front-loading reductions to Local Government Finance. The Medium Term Financial Plan identified a need to cut £84m from budgets, and eye watering cuts of £41m were required in 2011/12, nearly 50% of the total.
 - 2.2 The risks associated with the 2011/12 budget were immense. The Council had to demonstrate that it could deliver savings and transformation on a massive scale, and if the savings were not achieved, the knock on effect for next year's budget and service delivery would have been catastrophic.
 - 2.3 I am pleased to report that the Council has risen to this significant challenge and has managed the budget to a surplus on General Fund net expenditure of £3.7m while at



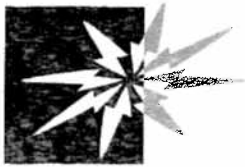
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the same time protecting priority areas from the worst impact of the Coalition policy. Staff and Members are to be commended for all of their hard work in delivering this achievement. The prudent and sensible decisions that have led to this underspend have demonstrated that the Council leadership can be trusted to deliver financial stability.

- 2.4 I reiterate that we remain absolutely opposed to the size, speed and scale of central government cuts to our budget, not just because of the damage they inflict on much valued, loved and needed services, but because of the damage they are doing to the economic recovery within the Borough and beyond.
- 2.5 The achievement of a balanced budget represents prudent management of our resources, giving us freedoms to make choices for the people of Haringey in future years, and to prevent frontline services from deeper cuts than are necessary. The creation of the One Borough One Future (OBOF) fund, designed to deliver on top priorities, exemplifies this approach. We resolve to drive our borough forwards despite being starved of a fair level of resources to do so.
- 2.6 I said last year that the achievement of a balanced position in 2010/11 should give confidence to residents, colleagues on both sides of the Chamber, and staff that the Council has the strength to steward and navigate the impacts of the Coalition's ideological agenda. Having delivered a much more savage package of government induced reductions in 2011/12 and still achieving a surplus position should further boost that confidence.
- 2.7 The capital outturn shows slippage in line with what had been reported at Period 11 with a final under spend of £13.6m equating to 13.8% of the approved programme. The explanations for the variances are set out in Appendix 2
- 2.8 The HRA is showing a surplus for the year of £3.7m which is an improvement on the projected position in Period 11 due to lower than anticipated capital financing and insurance recharges.
- 2.9 The Council's draft Statement of Accounts for 2011/12 is currently being finalised. This draft will be subject to audit which is due to be completed in early September. The final audited accounts will then be submitted to Corporate Committee in late September for approval.
- 2.10 I commend this report to the Cabinet for approval.

3. Recommendations

- 3.1 Cabinet is recommended to:
- 3.2 note the provisional general fund revenue outturn of a £3.7m surplus for 2011/12;
- 3.3 note the reasons for variations and to approve the planned transfers to reserves (£8.8m) detailed in Appendix 1 and section 7;
- 3.4 approve the transfer of an additional £300k to the One Borough One Future Fund as set out in section 7;
- 3.5 approve revenue carry forward requests of £3.5m set out in Appendix 1 to be held



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centrally and subsequently released into the 2012/13 budget when the need identified in the request is reviewed and approved by the Chief Financial Officer in consultation with the Cabinet Member for Finance and Carbon Reduction;

- 3.6 note the provisional Housing Revenue Account (HRA) outturn surplus of £3.7m and the reasons for variances set out in Appendix 3;
- 3.7 note the provisional capital outturn of a £13.6m programme net underspend and the reasons for variations set out in Appendix 2;
- 3.8 approve capital carry forward requests of £8.99m set out in Appendix 4
- 3.9 note the outturn of a £2.475m underspend for schools that increases schools' balances to £5.1m at the end of 2011/12;
- 3.10 note that the Council's draft Statement of Accounts for 2011/12 will be approved by the Chief Financial Officer by 30 June 2012. The accounts are subject to audit and the final audited accounts will be presented to the Corporate Committee on 27 September 2012 for final approval; and,
- 3.11 approve the budget virement requests for 2012/13 set out in Appendix 5.

4. Other options considered

- 4.1 The reporting of the Council's outturn and management of financial resources is a key part of the role of the Chief Financial Officer (Section 151 Officer) and there are no other options available.

5. Background information

- 5.1 This report sets out the provisional financial outturn position for the General Fund, Housing Revenue Account, Dedicated Schools Budget, Collection Fund and the Capital Programme. The Statement of Accounts will be prepared in accordance with the Accounts and Audit Regulations 2011 and the draft accounts (which will be subject to audit) will be approved by the Chief Financial Officer before 30 June.
- 5.2 The external audit of the accounts will commence in July. The auditors will submit a report on the findings, and issue their formal opinion, at Corporate Committee on 27 September 2012.
- 5.3 The report also includes a request to approve a number of virements above £100,000 for the 2012/13 budget in line with financial procedure rules.

6. Outturn – Revenue General Fund

- 6.1 The general fund revenue outturn is summarised in the following table. There is a net general fund surplus of £3.7m after carry forwards and planned transfers to reserves: the variance represents 1.3% of the net approved budget. The variances are explained in more detail in Appendix 1. This figure in total is broadly in line with the Period 11 outturn projection.

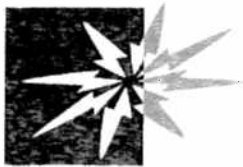


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Table showing the general fund revenue outturn summary

Directorate	Approved revenue budget	Variance from budget after transfers and carry forwards
	£'000	£'000
Children and Young People's Services	87,758	(65)
Adults and Housing Services (excluding HRA)	98,966	(2,029)
Corporate Resources	11,850	(43)
Place and Sustainability	54,491	(206)
Chief Executive	969	(219)
Public Health	932	24
Non-Service Revenue	31,203	(1,200)
Total – General Fund	286,169	(3,738)
Children and Young People - Non-Schools DSG	0	(610)
Children and Young People - Schools DSG	0	(2,475)

- 6.2 The main budget variances throughout 2011/12 have been underspends in Adults and Housing Services and Non Service Revenue. The underspend in Adults and Housing Services has mainly been driven by the early achievement of savings. The full year effect of these savings in 2012/13 has already been accounted for in the Council's MTFP and the service will be reviewing cost pressures to ensure that the levels of demand and thus associated spend next year is contained within the approved budget.
- 6.3 The Non-Service Revenue budget consists of four main elements, Treasury (interest earnings and debt financing costs), contingencies and provisions, the Council's contribution to Alexandra Palace and Park, and payments to levying bodies (e.g. Lee Valley, North London Waste Authority and London Pensions Fund Authority). The underspend on NSR is mainly attributable to:
- Savings in debt management costs in relation to the repayment of Housing Revenue Account debt as a result of HRA self financing. The Council is one of a small number of Local Authorities that underwent repayment of debt as a result of recent changes to the financing of the Housing Revenue Account, and the loan portfolio was optimised in order to receive maximum benefit from this opportunity and savings were made as a result.
 - Contingencies were not drawn upon during the year to the extent that was previously envisaged. Contingencies are established in order to provide a financial buffer against events that cannot be foreseen, and given the significant change that the Council underwent during 2011/12, the contingency budget was understandably high. The transformation and savings programme was managed successfully, and contingencies were not required to cover any shortfalls. The level of contingencies will be reviewed



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as part of the on-going MTFP process.

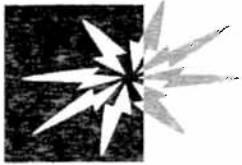
- The provisional outturn for the Alexandra Park and Palace Trust shows a deficit of £1.7m, compared to a budgeted deficit of £2.1m.

7. Transfers to Reserves

- 7.1 Transfers to reserves are made at the end of each financial year in line with the approved financial strategy.
- 7.2 The tables in Appendix 1 show the planned transfers to reserves of £8.2m that will be made as part of the accounts closure process. These include transfers to meet known future liabilities and are in accordance with previous reports to Members.
- 7.3 The Council established a transition reserve in order to provide financial resilience when implementing the coalition Government's austerity policy. The reserve has been used to meet redundancy costs relating to planned savings, and the MTFP identified the need to replenish the reserve over the medium term. It is therefore proposed that £2.5m is transferred into this reserve as part of the final accounts closure process. Movements in this reserve are analysed below:

	£000
Balance Brought Forward 1 April 2011	29,096
Less: Transition Costs	(15,935)
Add: 2010/11 Capitalisation Approval	780
2011/12 Capitalisation Approval	4,277
Contribution to Reserve 2011/12	2,500
Balance Carried Forward 31 March 2012	20,718

- 7.4 The Council has established a 'One Borough One Future' fund of £1.2m in order to provide resources for innovative projects designed to deliver the best outcomes for our community in the most efficient way possible. The outturn, specifically the IT service underspend, allows for a £300k top up of this fund so that the scheme can be extended and outcomes maximised.
- 7.5 Each year the Council submits a substantial housing benefits claim which is in the region of £302m. As in previous years, it is proposed that additional estimated £1.3m grant above budget should be added to the reserve taking a prudent approach in the event that there are any issues arising from the subsequent audit of the subsidy claim.
- 7.6 The collection fund has generated a deficit of £4.4m, £3.8m of which will be met by the Council. This is the second year that the fund has been in deficit, and the underlying structural reasons for this are under consideration as part of the 2013/14 MTFP process. Recommendations arising from this review will be presented to Cabinet as part of this process. £3.8m will be transferred, therefore, into an earmarked reserve to meet the Council's share of the deficit for 2011/12.
- 7.7 The general fund underspend of £3.7m, broadly in line with the forecast previously reported to Cabinet, will be transferred to General Fund Reserves.
- 7.8 The table in paragraph 6.1 shows an outturn for schools of a £2.5m underspend



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which will increase school reserves to £5.1m at the end of 2011/12.

7.9 Section 10 below sets out the reasons for a £3.6m increase in HRA reserves.

8. Outturn - Capital

8.1 The final approved capital programme for 2011/12 was £98.6m. The provisional net underspend, including slippage, is £13.6m as set out in the following table (13.75% of the approved budget). The level of underspend and slippage was in line with the prediction at Period 11.

Directorate	Approved Budget	Outturn	Variance
	£'000	£'000	£'000
Children & Young People	35,734	30,422	(5,312)
Adults and Housing Services	3,971	4,485	514
Corporate Resources	6,725	1,780	(4,945)
Place and Sustainability	17,285	14,338	(2,947)
Housing Revenue Account	34,911	34,039	(872)
Total	98,626	85,064	(13,562)

8.2 Detailed explanations of the variances are set out in Appendix 2 but substantially relate to a £3.3m underspend on Building Schools for the Future projects, £4.5m slippage on corporate IT and infrastructure programmes, £1m slippage on the accommodation strategy and £900k for re-provision of household waste recycling centre now expected to be undertaken by the North London Waste Authority.

8.3 The Council's agreed capital programme for the period 2011/12 to 2014/15 was partly based on achieving usable capital receipts of £9.8m in 2011/12 (excluding Compulsory Purchase Orders). This total was not achieved.

8.4 The capital receipts reserve for 2011/12 has a balance at the year-end of £0.8m after financing spend on capital receipts funded projects as outlined below:

	£000
Opening balance at 1 April 2011	4,729
Net Usable receipts generated in 2011/12	4,407
Used for financing in 2011/12	(8,374)
Closing balance at 31 March 2012	762

8.5 A number of projects have slipped and are the subject of carry forward requests as set out in Appendix 4. The Place and Sustainability Directorate carry forward requests marginally exceed the reported underspend/slippage due to a late decision to switch funding from leasing to prudential borrowing regarding sports gym equipment, identified in the capital variances. This decision has saved the Council money, but in presentational terms only, shows the Directorate capital budget



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slightly overspent in 2011/12. However, in total, the carry forward requests of £9m can easily be accommodated within the £13.6m reported variance.

9. Carry Forward Proposals – Revenue and Capital

- 9.1 The Council's financial regulations stipulate that Cabinet will determine any carry forward sums in respect of budget variations at the year-end.
- 9.2 Revenue carry forward proposals totalling £3.507m are shown in Appendix 1. If approved, these items will be held centrally and released into the 2012/13 budget when the need identified in the request is reviewed and approved by the Chief Financial Officer in consultation with the Cabinet Member for Finance and Carbon Reduction.
- 9.3 Capital carry forward proposals are included for consideration amounting to £8.991m and are detailed in Appendix 4.

10. Housing Revenue Account (HRA)

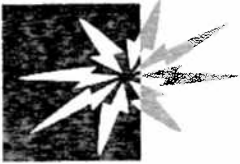
- 10.1 The provisional HRA outturn for the year is a surplus of £3.7m against a target of £0.3m, a variance of £3.4m. The working balance, therefore, is increased to £11.6m as at 31 March 2012, as shown in the following table.

Item	Revised Budget	Outturn	Variance
	£'000	£'000	£'000
Income	108,166	107,753	413
Expenditure	107,875	104,099	(3,776)
Net deficit / (surplus)	(291)	(3,654)	(3,363)
Working balance b/fwd 1 April 2011		(7,958)	
Working balance c/fwd 31 March 2012		(11,611)	
Planned closing balance as at 31 March 2012		(8,248)	
Variation in closing balance		(3,363)	

- 10.2 The main budget variances relate to interest payments and housing subsidy. A reduction in the interest rate applied to HRA debt resulted in a saving of £3m, although this was offset by a resulting reduction of £1.4m in subsidy. A full list of variations to the HRA budget is shown in Appendix 3.

11. Collection Fund

- 11.1 The provisional outturn on the collection fund is showing a £4.4m deficit relating to Council Tax income for 2011/12. At this stage £3.8m has been transferred to, and earmarked in, reserves for the Council's share of the deficit. The Council is considering the underlying reasons for the deficit, and will be reviewing the target collection rate and provision for bad debts as part of the 2012/13 budget and MTFP process.



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12. Provisions and Contingent Liabilities

12.1 Under accounting requirements the Council is required to consider any areas where it feels there is a potential future liability. Depending on the certainty of this liability and information on the value of the liability, the Council will either raise a provision for this liability or disclose a contingent liability in the notes to the accounts. All areas for provisions and contingent liabilities are in the process of being reviewed. These will be considered in the near future and finalised and reported as part of the Statement of Accounts.

13. 2012/13 budget virements

13.1 The out-turn report is the first report of a financial nature to be presented to Cabinet during the current committee cycle. Financial procedure rules require Cabinet to approve budget virements above £100, 000, and a number have been identified for the current financial year (2012/13). Inclusion in this report presents an opportunity for approval in a timely manner.

13.2 Cabinet are asked to approve the virement requests set out in Appendix 5.

14. Comments of the Chief Financial Officer and financial implications

14.1 As the report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

15. Head of Legal Services and legal implications

15.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments:

15.2 The Head of Legal Services notes the report, and confirms that all statutory, and constitutional, requirements are met. Accordingly, there are no immediate legal implications arising from this report.

16. Equalities and Community Cohesion Comments

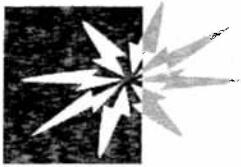
16.1 Equalities issues are a core part of the Council's financial and business planning process.

17. Head of Procurement Comments

17.1 Not applicable

18. Policy Implication

18.1 The Medium Term Financial Plan represents the resource framework for delivery of Council Policy and objectives. The outturn report identifies whether or not those



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policies and objectives have been delivered within the approved resource envelope.

19. Use of Appendices

- Appendix 1 - Explanation of significant revenue variances, transfers to / from reserves and revenue carry forward proposals
- Appendix 2 - Explanation of significant capital variances.
- Appendix 3 – Explanation of significant Housing Revenue Account variances
- Appendix 4 - Capital carry forward proposals.
- Appendix 5 – 2012/13 virement requests

20. Local Government (Access to Information) Act 1985

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

- SAP outturn reports
- Final accounts working papers.

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

Revenue Outturn 2011/12- explanation of variances from budget		Variation £000's
Children & Young People Services		
1	LAC Placements - The total number of children in care has fallen from 583 as at March 2011 to 547 in March 2012. During the first six months of 2011-12 the average monthly number of children in care was 598 and during the last six months of the year it was 571 which was within the budget provision.	582
2	First Response and Safeguarding salary costs - there was an increase in staff costs in the first six months of the year due to the high level of referrals to the service on safeguarding and child protection issues. In the second six months the number of referrals has reduced and staff numbers are now in line with establishment and more permanent staff are in place.	651
3	Leaving Care/Children in Care salary costs - during the first six months of the year additional staff costs were incurred because of the increased number of children in care together with costs associated with agency premia payments. During the last six months the number of children in care reduced and staff numbers reduced to establishment accordingly. There has also been a reduction in the number of agency staff due to successful recruitment campaigns.	316
4	Education and Safeguarding team salaries - 2 posts in this non-front line Child Protection Team were held vacant throughout the financial year to compensate for overspends elsewhere in the business unit.	(102)
5	Contact costs - (between LAC, their families of origin, and others who have played an important part in their lives) were overspent, mostly because of conditions being imposed through the courts.	115
6	Family Intervention Service - 2 extra key workers were recruited by the service due to an increased number of referrals. The families that the team works with have multiple problems and intensive family support work can lead to improved outcomes and reduce the need for further intervention.	98
7	School Related Premature Retirement costs and redundancies - commitments against this budget were out of the Council's control in 2011/12. The policy is under review to enable these costs to be charged to schools in the medium term. Increasing numbers of schools changing to academy status will also reduce liabilities in the future.	525
8	Special Guardianship and Residence Order Allowances, foster carer expenses - Provision for an additional 20 Special Guardianship Orders was made available and only 14 were progressed. There were savings on other allowances and expenses when payments ceased more than offset those paid to new clients, largely due to new carers not meeting means tested criteria for support.	(245)
9	Local Safeguarding Children's Board - this is a ring fenced account that brings together each of the main agencies that work with children and families in Haringey, to ensure joint working is effective in keeping children safe - a request to carry forward the underspend and 'Munro' grant funding has been submitted.	(112)
10	Children's Workforce Development Council Grant maximisation - this is a grant received for the improvement of Social Work practice and was fully spent in 2011/12.	(476)
11	Special Educational Needs transport saving - salary costs were underspent due to a staff restructure resulting in vacancies, and payments to contractors were also below budget.	(361)
12	Youth Offending Service salaries - this area has been subject to a restructuring exercise following changes to the previous grant funding regime. As a result there have been a number of unfilled posts held under the recruitment freeze. A carry forward request of £43k has been submitted.	(369)
13	Prevention and Early Intervention Service salaries - attendance and welfare, education psychology services. Savings mostly due to new structures being put in place and recruitment delays as a result of this.	(335)
14	Legal - reduction in the need for expert witness payments and disbursements as a result of reduced activity.	(54)
15	Additional Grant Resources received and applied - receipt of additional grant resources for example Troubled Families and Asylum,	(320)
Total - Children & Young People Services - Before Transfers & c/fwds		(87)
Transfer to / from reserves:		
16	Application of DSG Reserve in accordance with School Forum recommendation	(200)

Revenue Outturn 2011/12- explanation of variances from budget		Variation £000's
Proposed Carry Forwards:		
17	Youth Opportunities Fund – carry forward of £30k requested to be used as match funding for 2012/13 Youth Innovations Fund application of £40k	30
18	Youth Offending Service - underspend of £43k. Carry forward request will be used to keep 2 agency social workers until the end of July to address recommendations from the HMIP Inspection (many as a result of individual caseloads being too high and staff being unable to complete quality work).	43
19	Children's Workforce Development Council - Resources received to support Council's with the implementations from the Munro Review of Child Protection were unspent in 2011-12. Funding was received in Autumn 2011 and the Service is developing a plan to ensure that the resources are deployed in the most effective way. The service is seeking the formal re-provision of the resources into 2012-13 to allow the plan to be funded without recourse to the base 2012-13 budget.	86
20	Local Safeguarding Board - ring fenced account that brings together each of the main agencies that work with children and families in Haringey, to ensure joint working is effective in keeping children safe. Contributions are received from Health, Police, Probation, Tottenham Hotspur and CAFCASS. Request to carry forward the underspend of £47k which will be used to supplement the Munro spending plan described above.	47
21	Troubled Families – initiative which targets the most vulnerable families living in the Borough for assistance in breaking the cycle of deprivation and need. Request to carry forward unspent income of £15,500 to pay for a dedicated resource to project manage this initiative.	16
Total - Children & Young People Services (Including transfer to / from reserves & c/fwds)		(65)
DSG		
22	Children & Young People Services (DSG) - The centrally retained element of the DSG was underspent primarily in respect of the Independent and out borough school SEN placements budget and the SEN Autism and Language Support Teams	(610)
23	Transfer to / from Dedicated Schools Grant (DSG) reserves - Any under or over spend within the DSG must, in accordance with Regulations, be carried forward between financial years. This transfer therefore reflects the carry forward of the 2011-12 underspend which will be used in support of allowable costs within the Dedicated Schools Budget in future years'.	610
Total - Children & Young People Services (General Fund and DSG).		(65)

Revenue Outturn 2011/12- explanation of variances from budget		Variation £000's
Adults and Housing Services		
1	Personalisation and Assessment Service. Because of the need to deliver HESP; the fact that client numbers in Older People's Services increased by 237 in year part of the agreed and carefully considered management action to contain and mitigate against the pressures was to hold a number of staffing vacancies	(547)
2	Adaptations Service. Because of the need to deliver HESP; the fact that client numbers in Older People's Services increased by 237 in year part of the agreed and carefully considered management action to contain and mitigate against the pressures was to hold a number of staffing vacancies	(316)
3	Customer and Support Services. Net settlement of long-standing council tax debts not just in adults services also in children's services paid for from overall year-end adults underspend	367
4	Older People Social Care Commissioning. Significant increases in client numbers - from 1,140 to 1,377. This is in keeping with the national trend in terms of aging population; increased expectations; people living longer and requiring more intensive services when they do become frail and in need of services. The underlying outturn was £877k, however this has been offset by in year management action that has allowed for realising prior year over accruals of £305k	465
5	Physical Disability Care Commissioning. £165k over accrual realised. Proactive management to contain costs and spend: review of high cost packages; value for money commissioning; robust controls in place i.e. senior authorisation on FWi and SAP for all care package expenditure and strict adherence to Fair Access To Care Services (FACS) eligibility threshold. The underlying outturn was £207k overspend, however this has been offset by in year management action that has allowed for realising prior year over accruals of £151k and virement of overachieved income Residential care of £259k	(203)
6	Mental Health Care Commissioning. Haringey has the second highest incidence of people with diagnosed mental health issues in London. We have a net increase in client numbers (from 213 to 286) including several high cost clients transferred back from NHS/Continuing Health Care (CHC) funding. Carry forward is requested to support this client growth until Commissioning strategy allows costs to be managed down i.e. we are trying to contain costs through robust value for money commissioning; use of the Care Funding Calculator (a tool used across London to try to standardise costs on care provision) and use of supported housing rather than costly residential care and integrated commissioning to contain and manage costs down.	1,546
7	Home Care Service. Early realisation of saving from reconfiguration as Reablement service to assist with the containing and offsetting of care purchasing pressures particularly in older people's and mental health services. Also, in preparation for non-agreement of other required HESP proposals.	(700)
8	Day Care Reduction in running costs; underspend on staffing vacancies held previously pending closures and restructures. Decision made by Cabinet not to proceed with all proposed day care cuts but these reductions made in preparation for cuts implementation programme and to mitigate against non-approval of other HESP efficiencies. Early achievement of HESP savings relating to Whitehall Street Residential Home closure of £270k primarily offset against withdrawal of Health funding for Alexandra Road Crisis Unit and MH Day Care.	(168)
9	Residential Care Increased income from Health and Self Funders (£383k) plus some reduction in running costs as client numbers start to reduce	(456)
10	LD Social Care Commissioning. Very successful programme of moving people back into in borough supported housing provision with lower care costs than expensive out of borough residential care; use of value for money and care funding calculator to review high cost care packages and placements; review high cost placements; robust negotiation of with the NHS regarding transfer of CHC cases; transition costs managed down or deferred into 12-13. Health are reviewing all 100% CHC clients and there is a high risk that many of these will become part funded by the Council.	(661)
11	Deputy Director's Care Commissioning Contingency. Good, proactive and robust management action (as detailed) to contain care purchasing pressures hence why underlying projected pressure much lower than forecasted; tight spending controls in place as detailed and high cost packages reviewed and reduced as far as possible. Also, robust negotiations with the NHS and the introduction of joint and integrated commissioning. Contingency held against increased risk of clients transferring from NHS responsibility. However, now there is a clearer transfer process in place for NHS cases coming over, there is a significantly increased risk for high cost CHC cases coming over to adult social care. Also, NHS Haringey strongly aruing they have the highest spend on CHC cases than other NCL partners. Offsets MH overspend above and non-achievement of HESP. Holding back a proportion of the Transformation Grant to offset predicted commissioning pressures.	(592)
12	Management Overheads. Ensuring appropriate overheads to cost centres that we manage. Management overheads for Supported Housing recharged to HRA	(382)

APPENDIX 1

Revenue Outturn 2011/12- explanation of variances from budget		Variation £000's
13	Director of Adults and Housing. Underspends across various central budgets - £80k Directors cost centre+ bad debt, £42k Trade Union recharge, £45k business management, £36k Assets and Buildings.	(203)
14	Homelessness Savings in Temporary Accommodation procurement costs and the favourable settlement of dilapidation claims with Private Sector Leasing landlords	(2,217)
15	Community Housing Services. Underspend on salaries as vacancies held during restructure	(917)
16	Housing Related Support. Overspend as existing contracts were coming to an end and savings packages were being implemented	308
17	Miscellaneous other.	(44)
	Total - Adults & Housing Services - Before Transfers & c/fwds	(4,719)
	Transfer to / from reserves:	
		0
	Proposed Carry Forwards:	
18	Adult Services - The Adults service has experienced above national growth in the numbers of clients it is supporting. The management team will be continuing their cost control action into 2012/13 to mitigate the existing care purchasing pressures. However, there is significant risk of funding transfers from Health to council funding for clients who no longer meet Continuing Health Care criteria and other changes in the Health economy such as reduced hospital admissions. Adults Services will work to contain this pressure through improved value for money commissioning and other management action. However substantial risk remains which the carry forward would be used to off set while the service works on a long term strategy in partnership with Health.	1,700
19	Community Housing Services - HRS (formerly known as Supporting People) faces a second year of savings against a challenging timescale. Carry forward will cover slippage until contracts are renegotiated and savings can be fully realised.	600
20	Adults Services - The service has introduced a new Commissioning based approach to the Voluntary Sector and made significant savings. This may result in disruption to a number of organisations that have a long relationship with the council and are dependent on its funding. One off Carry forward will be used to ease the transition until these organisations find alternative funding or are able to reduce their costs.	390
	Total - Adults and Housing Services (Including transfer to / from reserves & c/fwds)	(2,029)

APPENDIX 1

Revenue Outturn 2011/12- explanation of variances from budget		Variation £000's
Corporate Resources		
1	Director - reductions in sundry aged debt across the Directorate have enabled a reduction in the required bad debt provision	(65)
2	Revs, Bens & Customer Services Management Costs - the underlying cause of this over spend is the higher than planned demand for services particularly around benefits. This has led to notable over spends on salaries and postage costs. These pressures have been mitigated down by an overachievement of income from reimbursement of court costs incurred during recovery activity.	261
3	Revs, Bens & Customer Services Ring fence - the variance is predominately due to a slightly higher subsidy rate of return compared to net benefit payments in the accounts. These figures will be subject to the audit of the 2011/12 grant claim and an adjustment may be required; to this end, the bulk of this surplus will be transferred to reserves as planned, to deal with this possibility.	(1,312)
4	Corporate Legal Services - the under spend has been caused by the release back to revenue of unused provisions (£300k); un-budgeted one off income in relation to commercial activity and lower than originally forecast demand from Children's services combined with an increase in the use of the in-house advocacy expertise.	(824)
5	Registrars (Legal) - the variance is due to over achievement of budgeted income which has been forecast through the year.	(133)
6	Local Land Charges (Legal) - this under spend is due to the release of unused provisions set aside as part of 10/11 closure.	(118)
7	IT Services - The Business Unit has been forecasting an under spend of £250k since Period 6 due to the early achievement of a 2012/13 saving on telephone call costs and negotiation of a one-off rebate from one of our suppliers.	(274)
8	Other minor variances	(88)
Total - Corporate Resources - Before Transfers & c/fwds		(2,553)
Transfer to / from reserves:		
9	Benefits & Customer Services Ring fence - planned transfer of Housing Benefit surplus against possible audit amendments to prior and current year grant claims	1,300
10	One Borough One Future fund - contribution from IT Services underspend.	300
11	Legal - planned transfers to service reserve to provide funding for significant ET / JR cases, legal costs relating to regeneration of Tottenham, risk of failure to make savings of budgeted £500K in child care cases, advice on Public Health integration and legal support on HMO enforcement.	500
Proposed Carry Forwards:		
12	Legal Services - As previously agreed to provide legal support on Localism issues	60
14	IT Services - Costs associated with the delivery of the One SAP transformation and savings project	350
Total - Corporate Resources (after transfer to/from reserves & c/fwds)		(43)

APPENDIX 1

Revenue Outturn 2011/12- explanation of variances from budget		Variation £000's

	Place and Sustainability	
1	Front Line Services - Restructure savings due in 12-13 achieved early (£250k), One-off increases in waste income (£150k), some vacancies frozen to offset wider departmental pressures (£150k) and a provision for single status payments that was no longer required (£300k)	(897)
2	Community Safety - Funding committed at Safer Communities partnership but not actioned in 11-12. Spend was delayed due to late confirmation of external funding and need to re-prioritise spend after August riots.	(178)
3	Tottenham Regeneration - Costs of Tottenham Team and Business Support Activity not reclaimable via Grant money	143
4	Corporate Property - Shortfalls in Technopark rental income (£213k) and late achievement of cleaning outsourcing savings (£223k) which have been partly offset by savings elsewhere in the business unit including income from the rest of the commercial portfolio and freezing of some vacant posts.	274
5	Culture - Shortfalls in income relating to Consultancy Services (£63k), DVDs (£87k) and Bruce Castle Museum Hire (£64k), as well as staffing budget shortfall for Sunday opening (£45k), partly offset by cost reductions elsewhere in business unit (£120k)	139
6	Leisure Services - Pressures from shortfalls in Leisure income (£525k) and Bereavement Income (£134k) partly offset by net spending reductions across the wider service (£500k)	149
7	Minor variances	9
	Total - Place and Sustainability - Before Transfers & c/fwds	(361)
	Transfer to / from reserves:	
		0
	Proposed Carry Forwards:	
8	Community Safety Partnership - Funding committed at Safer Communities partnership but not actioned in 11-12. The overall budget reduced in 12-13 so the amount cannot be funded from base. Spend was delayed due to late confirmation of external funding and need to re-prioritise spend after August riots	90
9	Community Safety Grant - It was agreed with the Mayors Office that £30k can be carried forward to part fund the Independent DV advisor until March 2013	30
10	Leisure Procurement - The procurement is ongoing and significant legal costs are likely to be incurred towards contract sign date in summer 2012. Budget for procurement was one-off in 11-12 only	35
	Total - Place and Sustainability (after transfers to/from reserves & c/fwds)	(206)

APPENDIX 1

Revenue		Variation
Outturn 2011/12- explanation of variances from budget		£000's

	Chief Executive	
1	Electoral Services - circa half of the over spend is the result of non-achievement of planned income with the remainder being due to higher than budgeted costs associated with registration return postage costs and postal ballots.	83
2	Human Resources - the majority of this over spend has been caused by delay's in fully implementing planned restructure in HR in order to provide support to the wider organisation.	104
3	Organisational Development & Change - the main cause of the over spend is that some prior year expenditure was not accrued for and the cost fell into 2011/12.	90
4	Local Democracy & Member Services - the service realised savings identified for 12/13 during 11/12. This, along with a delay to recruitment to the restructured Leader's office, contributed to significant, one off, under spend on salaries. There was also an under spend on none essential items namely member and officer training budgets.	(120)
5	Strategy & Business Intelligence - the vast majority of this under spend (£270k) was against salaries as posts were held vacant pending the restructure to deliver the 2012/13 agreed savings. There was further under spend against the project / consultancy budget.	(375)
6	Communications - the underlying reason for this over spend is under achievement of budgeted income; delays in implementing restructure of the Translation & Interpretation team and unplanned historic copyright and newspaper printing licence fees.	108
7	Other minor variances	(139)
	Total - Chief Executive - Before Transfers & c/fwds	(249)
	Transfer to / from reserves:	0
	Proposed Carry Forwards:	0
8	Chief Executive - funding for residents survey to be carried out in 2012/13	30
	Total - Chief Executive (after transfers to and from reserves & c/fwds)	(219)

	Public Health	
1	Minor Variances	24
	Total - Public Health - Before Transfers & c/fwds	24
	Transfer to / from reserves:	0
	Proposed Carry Forwards:	0
	Total - Public Health (after transfers to and from reserves & c/fwds)	24

	Non Service Revenue (NSR)	
1	Treasury - savings from active management of the debt portfolio	(1,389)
2	Pay award - contingency provision not required during the year	(1,500)
3	Inflation - contingency provision not required during the year	(2,487)
4	General Contingencies - draw down not required during the year	(2,000)
5	Alexandra Palace - lower than planned draw on deficit funding budget.	(468)
6	Other Minor variations	344
	Total NSR - Before Transfers & c/fwds	(7,500)
	Transfer to / from reserves:	
7	Transition Reserve	2,500
8	Deficit on Collection Fund	3,800
	Proposed Carry Forwards:	0
	Total Non Service Revenue (after transfers to/from reserves)	(1,200)

	Capital	Variation £000's + / (-)
	Outturn 2011/12 - explanation of variances from budget	
	Children & Young People Services	
1	BSF Programme - Construction Projects - Underspend on programme on advisor fees re PFI contract, specialist furniture not required and asbestos removal.	(1,339)
2	BSF Programme - ICT Managed Service - The pattern of expenditure is now largely controlled by when schools choose to spend their local allocations. Most schools are now planning to delay any ICT refresh expenditure until towards the end of the contract. Budgets will need to be rolled forward to allow for this.	(1,349)
3	BSF Programme - Lifecycle Projects. Expenditure relates to planned maintenance projects commissioned towards the end of the BSF programme, and the balance of expenditure will fall in 12/13.	(855)
4	Programme Delivery - The salary and overhead costs of the capital programme team are fully capitalised. With the close of the BSF construction programme, a higher proportion of these costs need to be covered by this budget, which was insufficient for the current year. The overspend will be absorbed by programme contingency, cost reduction plans are being implemented, and the budget has been adjusted for 12/13.	237
5	Broadwater Farm - project spend is ahead of profile.	58
6	Rhodes Avenue - Project spend is behind profile, due to construction delays on phases 1 and 2 of the project. Budget carry forward will be required.	(510)
7	Primary Pupil Places - Temporary/Permanent expansions. The £1m budget was to support temporary expansions for both September 11 and September 12 intakes, and preliminary design work on proposed permanent expansions. The bulk of spend for recently commissioned projects for September 12 will fall in 12/13. Discrete budgets for all planned permanent expansions are included in the 12/13 programme.	(380)
8	Mulberry - Variance is due to expenditure being behind budget profile, although the scheme is progressing well and will complete in August 2012.	(512)
9	Ferry Lane Multi Use Games Area - This scheme is now going to be delivered in partnership with the Cruyff Foundation and will be undertaken in 2012. Sufficient budget provision already exists in 12/13 programme, so no carry forward is required.	(150)
10	Aiming High - Short break facilities for Special Needs children. Plans for the use of this specific grant are still under development and a carry forward request will be made.	(205)
11	Heartlands Playing Fields/Alexandra Sports Club - The works on this project are expected to start in September 2012, subject to final negotiations on the lease between Alexandra Sports Club and Heartlands School. The budget will be subject to a carry forward request but is funded from S106 resources.	(222)
12	Electrical and ICT infrastructure - project spend is behind budget profile.	(72)
13	Devolved schools capital - Returns from schools show expenditure in advance of budget profile. This overspend will be adjusted against next year's schools devolved budgets.	100
14	Other minor variances less than £50k	(113)
	Total Children & Young People Services	(5,312)

	Adults and Housing Services	
15	Community Capacity Grant. This DH grant funds a number of schemes, designed around key objectives of extra care housing and other alternatives to residential care, telecare and telehealth and the social care infrastructure. The grant was not fully allocated to schemes in 11-12. The service has requested carry forward as money has now been fully allocated to schemes fitting the grant objectives. Project plans and fortnightly monitoring meetings with the Deputy Director are now in place to ensure there is no slippage in 12-13	(98)
16	Transforming Social Care Grant - DH capital grant - carry forward requested. Now allocated to schemes with project plan and fortnightly monitoring in place	(42)
17	Compulsory Purchase Orders. Expenditure on purchasing a property, matched by receipt from subsequent sale. (Funding virement not actioned before year end.)	212
18	Private Sector Housing Activity. Capital improvements to private sector stock. Funded by London sub region grant. (Funding virement not actioned before year end.)	413
19	Miscellaneous other.	29
	Total - Adults and Housing Services	514

	Capital	Variation £000's + / (-)
	Outturn 2011/12 - explanation of variances from budget	

	Corporate Resources	
20	Corporate IT Programme - during the year, the Corporate IT Board review bids for resources against the Council's agreed IT capital budget and only allocate resources once fully worked up business cases are approved. At year end £381k was left unallocated however, given the significantly lower level of resource agreed for 12/13, the Corporate IT Board have requested this to be carried forward. The remaining under spend (£725k) is largely due to timing around when equipment is delivered and installed and the impact of on-going uncertainty over the eventual size of the council and its estate. The majority is fully committed and due to spend in the early part of 2012/13.	(1,106)
21	Infrastructure Renewal Programme - £2.4m of the under spend is in relation to the renewal of PC & Laptops which is the single biggest component of this programme. The majority of this spend was originally planned for the final quarter of the year, however the significant reduction in the price differential between PC and laptops has necessitated greater dialogue with business units deferring this spend until early 2012/13. Deployment is now well underway and is expected to complete in a timely fashion. The remaining under spend is spread across the other projects in the programme and is a result of agreed revisions to scope/profile as well as the result of some genuine under spends on individual projects.	(3,443)
22	Alexandra Palace - Slippage at the year end on various repairs/enhancement schemes that have been contractually committed but not completed as at 31 March. Completion is expected within the first 3 months of the year.	(396)
	Total Corporate Resources	(4,945)

	Place and Sustainability	
23	Reprovision of Recycling Centre - Original scheme for re-provision has been closed. Land transfer to North London Waste Authority expected to take place in 12-13.	(899)
24	Parking Plan - underspend relates to re-programming of work on new CPZ schemes now scheduled to take place in 12-13.	(221)
25	TFL Schemes - Late allocations were received from Transport for London on a number of schemes. Budgets on SAP were not adjusted, but resources are available to cover this expenditure.	238
26	Section 278/Section 106 - Scheme costs were not finalised until late in the financial year, as a result of which Budgets in SAP were not adjusted, however relevant Section 278/Section 106 funding was available to meet these costs	92
27	Ferry Lane Towpath/Stonebridge Lock Water Sports - These projects were not able to be progressed by British Waterways Board. A revised scheme has been proposed and the associated GAF funding is the subject of a carry forward request.	(200)
28	Affordable Housing - Initial feasibility and options to undertake Council new build project not progressed for a variety of reasons, including lack of HCA support. Policy now reviewed to propose creation of enabling fund to support AH projects in west of borough.	(844)
29	Energy Saving Measures (Green Deal Pilot scheme) - Scheme launch delayed to late in current year. Expressions of interest and energy audits booked show that demand for scheme will need to be met in 12/13.	(500)
30	Mydleton Road - Partnership Schemes in Conservation Area - Stakeholder consultation on enabling project requirements took longer than expected, which delayed the commitment of expenditure.	(27)
31	Monroe Works Refurbishment - Twelve week contract was let in January 2012. Start on site was delayed pending site clearance.	(389)
32	Corporate Management of Property - Commissioning and procuring the programme of priority works has been slower than anticipated due to reduced resources.	(325)
33	Accommodation Strategy Phase 2 - Smart Working - The reshaping of the council involving significant changes to Council Structure and staff numbers meant that the original Accommodation plan/SMART-working project required review. A revised plan is still under development for which a cfwf request is proposed.	(204)
34	Accommodation Strategy Phase 2 - Essential Health and Safety Works - This work is linked to the Accommodation Plan and SMART Working budget and has been slipped/delayed to avoid abortive expenditure pending the completion of the revised plan, which is currently being developed. A partial carry forward of this budget will be requested.	(725)
35	Hornsey Town Hall Redevelopment - Project management costs and internal charges for the year less than budgeted.	(91)
36	Lordship Recreation Ground - Expenditure is ahead of budget profile for this scheme, which is fully funded, and due to complete in 12/13.	333
37	Bereavement disposal costs - these costs are associated with the outsourcing of the disposal service and resources are available to fund this expenditure, although no budget was loaded on SAP.	125
38	Broadwater Farm Community Centre - This project was approved to proceed at a total cost of £140k although SAP budget not adjusted. Will be funded from underspends on other schemes.	70
39	Sports Gym Equipment - No budget was loaded for this expenditure as the original assumption was that this equipment would be leased and paid from revenue. It has now been decided to purchase the equipment and fund from Prudential Borrowing.	655

	Capital	Variation £000's + / (-)
	Outturn 2011/12 - explanation of variances from budget	
40	Other minor variances less than £50k	(35)

	Capital	Variation £000's + / (-)
	Outturn 2011/12 - explanation of variances from budget	
	Total Place and Sustainability	(2,947)

	Capital	Variation £000's + / (-)
	Outturn 2011/12 - explanation of variances from budget	

	Housing Revenue Account	
42	Structural Work - Five of the properties on the programme were removed from programme and sold instead.	(214)
43	Extensive Voids - Programme was reviewed and demand reduced	(139)
44	Energy Conservation . Programme halted mid year pending completion of new energy strategy	(103)
45	Capitalised Repairs - This is a activity led budget - demand was reduced in year	(316)
46	Lift Improvements - Broadwater Farm works came in significantly over original estimate. This was foreseen and other programmes adjusted to ensure overall spend was contained within budget.	234
47	Decent Homes . Some works brought forward using slippage elsewhere on the capital programme	280
48	Major Works Conversions - Additional bedroom conversions were carried out in some Broadwater Farm properties	145
49	Digital TV System (IRS) Significant number of blocks required only digital aerials not full IRS system. Programme now complete (except some satellite dishes still to be removed) and digital switchover happened with no disruption	(903)
50	Retained Hostels - Overspend due to Fire Risk Assessment works carried out in addition to the planned programme	96
51	Miscellaneous other.	48
	Total - Housing Revenue Account	(872)

	Total Capital Variances	(13,562)
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Housing Revenue Account Outturn 2011/12- explanation of variances from budget		Variation £000's
Housing Revenue Account		
1	Capital Financing Costs - Reduction in interest rates has resulted in a decrease in in the Capital financing costs.	(3,040)
2	HRA Subsidy - The reduction in the interest rates has meant a reduced claim on the subsidy, however compensated by the reduction in the actual charge to the HRA	1,365
3	Leasehold Service Charge Income - Increased income and a lower level of bad debt provision required.	(598)
4	Bad Debt Provision - The level of rent collection is under the budgeted level for most of the year reflecting increased financial stress in household budgets which means that some tenants are finding it more difficult to pay their rent and others are falling behind with repayment plans	315
5	Insurance - The Council entered into a Consortium with several other London Boroughs to purchase our insurance policies and as a result savings were made as part of a re-tender exercise. The premium apportionment exercise is based on claims experience and asset value. This produced a sizeable saving to the HRA.	(554)
6	ALMO Management Fee - The management fee was increased in 2010/11 to cover redundancy costs, but the costs should have been met from base budget. This was rectified in 2011/12 by a one off deduction from the management fee equal to the amount overpaid in 2010/11 leaving an underspend on the retained budget.	(801)
7	Miscellaneous other	(49)
Total - Housing Revenue Account		(3,362)

APPENDIX 4

Capital Capital carry forward requests from 2011/12		Carry forward request £'000
Children and Young People		
1	BSF Programme - ICT Managed Service. The carry forward of capital resources is required for future financing of the MSP contract.	1,349
2	BSF Programme - Lifecycle Projects. The carry forward is required to support the delivery of lifecycle projects commissioned at the end of the BSF programme.	855
3	Rhodes Avenue - Contract is committed and on site, and budget carry forward is required to complete this project.	510
4	Primary Pupil Places - This budget carry forward is required to deal with Pupil Place expansion schemes for September 2012 and September 2013.	547
5	Mulberry - Contract is committed and on site, and budget carry forward is required to complete this project.	512
6	Aiming High - Short break facilities for Special Needs children - Carry forward of this specific grant is requested to fund future facilities for SEN short breaks.	205
7	Heartlands Playing Fields/Alexandra Sports Club - Project is required to be delivered as part of providing appropriate playing fields for Heartlands High School. Project is part funded from S106 resources.	222
8	Electrical and ICT infrastructure - cfwd is required for completion of committed projects.	72
Total Carry Forward Request – Children and Young People		4,272

Adults and Housing Services		
9	ASC capital grants (Community Capacity Grant and Transforming Social Care Capital Grant.) Potential projects already identified to meet stated DoH objectives of the grant.	134
Total Carry Forward Request – Adults and Housing Services		134

Corporate Resources		
10	Parking IT system - completion of Civica upgrade project	114
11	IPT (Internet Telephony) - implementation of call centre solution in Customer Services and final remaining Council locations	354
12	Web Renewal - upgraded social media capability and hardware upgrade following introduction of new web look and feel	49
13	Single Front Line Mobile Working - completion of project to implement a mobile working solution for street officers within Frontline Services	94
14	Icon Migration & Upgrade - migration of Council's central payments system from current provider to upgraded version hosted at supplier site (resulting in savings for Council). Project approved in 2011/12 and scheduled for implementation in 2012/13.	77
15	IT Infrastructure Replacement Strategy 2010-13 - projects are in progress and budget is required to complete in 2012/13	176
16	IT Infrastructure Replacement Strategy 2010-13 - contingency to be held centrally should funding requirement be identified in 2012/13	500
Total Carry Forward Request – Corporate Resources		1,364

APPENDIX 4

Capital		Carry forward request £'000
Capital carry forward requests from 2011/12		

	Place and Sustainability	
17	Parking Plan - Work programme includes extensions to existing CPZs at Woodside, Bruce Grove, Seven Sisters and Green Lanes. New CPZ planned for Muswell Hill/Hornsey, and review of Wood Green Inner and Outer CPZ. Carry forward is required to supplement reduced budget in 2012-13	221
18	Street Lighting - S106 funding from New River Village for Hornsey Street Lighting has been applied to financing in 2011/12 instead of original planned receipts financing. In order to complete the scheme the cfwd of Council resources is required for 2012/13.	120
19	Mydleton Road PSICA - carry forward is required to fund plans that have now been agreed with Mydleton Road stakeholder group.	27
20	Ferry Lane Towpath/Stonebridge Lock Water Sports - carry forward of GAF funding is required to provide for revised proposal relating to river transport to Olympic Park.	200
21	Affordable Housing - Full carry forward request to enable creation of enabling fund to support Affordable Housing projects in west of Borough.	844
22	Energy Saving Measures (Green Deal Pilot scheme) - The scheme to provide loans for energy efficiency measures has now been launched and preliminary applications and audits are underway. Offers are expected to be made in late April and May to estimated current take up of 40 known applicants. July deadline for applications.	500
23	Monroe Works - the scheme is now contractually committed and will complete in early 2012/13	389
24	Accom Strat. Phase 2 Smart Working - This budget cfwd is required to complete the known decant and planned moves to complete current phase of Accommodation Strategy.	204
25	Accom Strat. Phase 2 H & S works - A partial carry forward of this budget is requested to fund essential works. A prudent approach taken in 11_12 pending future decisions on revised strategy, however some works will have to be completed soon to maintain c	300
26	Corporate Property - Whilst not yet committed schemes have been identified and some advanced preparation for tendering has been completed this year. A number of already scoped projects are ready for commissioning/tender action in Quarter 1 for completion within the new financial year. These works are required to prevent further deterioration or failure of Council assets.	325
27	Hornsey Town Hall - a budget for continued Project Management costs is required during the project development phase.	91
	Total Carry Forward Request - Place and Sustainability	3,221

APPENDIX 5

Reason	Recurring	Description	Amount (£'000)
All Directorates			
Energy Inflation	Y	Allocation of inflation on energy contracts for the 6 months to 30 September, across all relevant cost centres	613
Place and Sustainability			
Contract Inflation	Y	Allocation of inflation budget for Waste Collection contract	890
NNDR Uplift	Y	Allocation of inflation budget for NNDR on Council Buildings	207
Energy Inflation	Y	Allocation of inflation budget for contracts relating to Property Services R&M budgets	102
Energy Inflation	Y	Allocation of inflation budget for Single Front Line	115
Budget Realignment	Y	Realignment of North London Waste Authority budget between levies and frontline services	400
Budget Realignment	Y	Base budget cost of settlement of single status claims for Parking enforcement staff.	190
Budget Realignment	N	Worklessness allocation to Place & Sustainability (P&S) as per the MTFP report to Cabinet 7th February 2012	2,000
Budget Realignment	N	Parks Maintenance allocation to P&S as per the MTFP report to Cabinet 7th February 2012	200
Budget Realignment	N	Olympics allocation to P&S as per the MTFP report to Cabinet 7th February 2012	200
Budget Realignment	Y	Transport Virement to reflect savings in vehicle costs in Veolia contract	220
Energy Inflation	Y	Energy Inflation - Leisure	140
Budget Realignment	Y	Allocation of Cleaning Budget Inflation across properties.	1,479
Budget Realignment	Y	Centralisation of Property Services Office Accommodation Recharge income to one cost centre.	3,900
Budget Realignment	Y	Catering Services - reconfiguring of budgets reflecting revised service provision.	2,600
Budget Realignment	Y	Realignment of Income Budget responsibility - Parks Operations/Client Services.	367
Budget Realignment	Y	Bereavement budget reconfiguration following service transfer.	160
Budget Realignment	Y	Directors Office reconfiguration of budget to reflect service provision.	144
Budget Realignment	N	Housing budget pressure as a result of internal migration in London and changes to benefits regime funded from Non Service Revenue under provision.	109
Total Place and Sustainability			13,423
Chief Executive			
One Borough One Future	N	Transfer of Budget From NSR to Haringey Future Jobs fund Budget	1,200
Budget realignment	N	Budget transfer to cover the costs of a one-off contribution to Jackson's Lane Community Centre	110
Total Chief Executive			1,310
Corporate Resources			
Budget realignment	Y	Transfer of staffing budget within directorate	142
Budget realignment	Y	This move correctly allocates pre-agreed saving target to the service area that will be responsible for delivering it.	250
Budget realignment	Y	Allocation of legal budget across services as per CEMB report 27/03/12 to reflect planned 12/13 usage	5,559
Budget realignment	Y	Pre-agreed IT related investment transferred from service to NSR to be held contingent on business case being provided	600
Contract Inflation	Y	Allocation of inflation budget relating to IT contracts	104
Total Corporate Resources			6,655

APPENDIX 5

Reason	Recurring	Description	Amount (£'000)
Public Health			

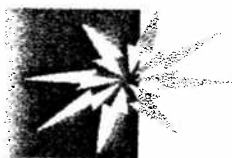
APPENDIX 5

Reason	Recurring	Description	Amount (£'000)
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Budget realignment	Y	Budget transferred from Public Health to CYP Service to cover the costs of substance misuse commissioner and senior practitioner posts.	107
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Adults and Housing Services			
Care Contract Inflation	Y	Transfer of Care contract Inflation to the Adults Directorate	703
Budget Realignment	Y	Separating out the administration costs of the Housing Related Support Team from the Commissioning Budget by moving them to a separate cost centre	289
Total Adults and Housing			992

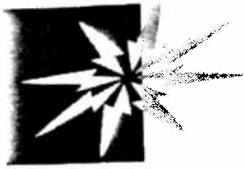
Children's and Young Peoples Services			
Virement Required to correct budget position	Y	Realignment of budgets to reflect 2012-13 savings proposals	208
Budget Realignment	Y	Moving cost centres from Business Support business unit to other areas within CYPS reflecting new Service Manager responsibilities.	1,341
Budget Realignment	Y	Release of additional Early Intervention Grant from central contingencies following Cabinet Member sign-off of business case	460
Budget Realignment	Y	Transfer of additional savings from closure of children's homes to the youth budget following Cabinet Member sign-off of business case.	200
Budget Realignment	Y	Additional summer youth activities to be funded from Non Service Revenue under provision (3 year virement only)	400
Total CYPS			2,609



Haringey Council

Report for:	Cabinet – 12 June 2012	Item Number:	
Title:	Out of Borough Housing Estate – Waltham Cross		
Report Authorised by:	Mun Thong Phung, Director of Adult & Housing Services		
	Signed: <i>MTP</i>	Date: 1.6.2012	
Lead Officer:	Nick Powell – Head of Carbon Management and Sustainability Tel: 020 8489 4774 Email: nick.powell@haringey.gov.uk		
Ward(s) affected:	N/A - Out of Borough	Report for: Key Decision	

1. Describe the issue under consideration
 - 1.1 Members have previously agreed that consideration be given to the various options available for meeting the future management and investment needs of the Council's out of borough housing stock in Waltham Cross.
 - 1.2 Cabinet are asked to approve the disposal of the Waltham Cross estate (comprising a total of 90 homes, 16 of which are leasehold) to the selected Registered Housing Provider subject to a positive residents ballot and consent from the Secretary of State.
 - 1.3 Some of the information relating to this report relates to the offer price and valuation of the Waltham Cross estate and is defined as **exempt** under Schedule 12A of the Local Government Act 1972. This information appears, separately, in Agenda Item 25 in Part B of this Agenda.



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2. Cabinet Member introduction

- 2.1 The Waltham Cross estate is the only out of borough estate that is situated some considerable distance from Haringey. This raises concerns about the effectiveness of the management of these homes and the ability of residents to be actively and meaningful involved in any consultation events taking place in the borough.
- 2.2 The cost of managing these properties is a growing concern and, as there has been insufficient capital investment in the estate over a long period, any opportunity to bring these homes up to the decent homes standard without drawing on the Council's limited resources is certainly worth exploring.
- 2.3 The proposed transfer of stock to a local Registered Housing Provider will resolve these issues and will provide residents with much improved homes within a three year period improve resident involvement in the management of the estate and provide the Council with a capital receipt to cover the debt allocation with any surplus being reinvested in the borough.

3. Recommendations

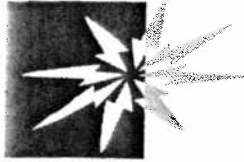
It is recommended that Cabinet:

- (a) Notes the outcome of the Options Appraisal recommending stock transfer as the only viable option that will deliver investment in the homes.
- (b) Notes the selection of Broxbourne Housing Association as the preferred new Registered Provider landlord.
- (c) Agrees to accept the minimum offer price [exempt information] made to the Council by Broxbourne Housing Association for the Waltham Cross estate.
- (d) Gives delegated authority for Director of Adult and Housing Service to progress the proposals to transfer the Waltham Cross estate to progress to completion subject to a positive independent Waltham Cross estate ballot and formal consent from the Secretary of State.

4. Other options considered

Private Finance Initiative

- 4.1 Under the private finance initiative (PFI) the Council would continue to own the stock and let a long term contract (typically around 25 – 30 years) for the management, maintenance and capital investment in the stock to a private sector provider. Typically PFI schemes cover a substantially larger number of homes than those at Waltham Cross in order to generate market interest.



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- 4.2 Furthermore the government has announced that funding for schemes not currently in contract has been suspended and no further funding rounds are currently anticipated. This effectively closes this route as an alternative option that would deliver additional investment in the homes.
- 4.3 The PFI route is not available at present and not considered as a viable option to deliver investment.

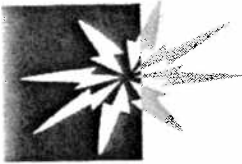
Outsourced Management Contract

- 4.4 An outsourced management contract is similar to PFI, in that the Council would continue to own the stock and let a contract for the management and maintenance of the stock to a private sector provider, often a registered provider or housing association. The contract could also include maintenance and major works.
- 4.5 Typically contracts are let for between 5 and 10 years in order to enable the service provider to secure value over time, reducing the cost of services to the Council. As with PFI, market interest is often higher for schemes involving larger numbers of homes. This option may provide a more localised management service (depending on the partner secured to deliver the management contract) but does not enable access to additional public funding to deliver the capital investment required in the homes. The Council would still need resources to manage the contract, either directly, or through Homes for Haringey.
- 4.6 The management option will not deliver additional funding for investment in the homes, and therefore not considered as a viable option.

5. Background information

Decent Homes

- 5.1 In January 2008, Haringey Council was awarded funding of £198.5m over a 6 year period for the Decent Homes programme to tenanted properties. The funding was confirmed for the first 3 years of the programme, with indicative allocations for the remaining years.
- 5.2 Following the Comprehensive Spending Review in October 2010, the Homes and Communities Agency (HCA) published its consultation paper 'Decent Homes Backlog Funding for Council landlords 2011-15'. The document set out how future allocations are to be distributed. Due to the public spending cuts, the Government announced that the overall funding allocation to the borough has been cut by £50m over years 2011-13.



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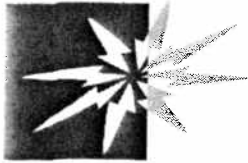
- 5.3 Given the limited amount of capital funding available to the Council, Members decided that priority should be given to homes within the borough, in order to maximise the quality of investment and ongoing management that can be delivered through available resources.

Waltham Cross

- 5.4 On 26 January 2011, Cabinet Members gave approval to defer decent home work on all stock outside of the borough in light of the overall reduction in the funding allocation. It was also agreed that officers be allowed to explore alternative options, in consultation with Waltham Cross estate residents, for bringing investment into the estate.
- 5.5 This was seen as the most beneficial and pragmatic approach, given the geographical location of the estate, as residents on the estate could benefit from investment and a local management service.
- 5.6 Following the Cabinet decision, Officers from the Council and Homes for Haringey began consulting residents about meeting the future management and investment needs of the estate.
- 5.7 It was agreed that a Resident Steering Group would be set up and an Independent Tenant Advisor appointed to work with and support residents through the consideration of potential options and thereafter the preferred option.
- 5.8 Officers also agreed to commission an Independent Options Appraisal study to consider the viability of potential options.

Options Appraisal

- 5.9 In September 2011, Savills were commissioned to undertake an Options Appraisal for the Waltham Cross estate. The brief included a financial analysis of the alternative options available in the context of Housing Revenue Account self-financing reforms, which came into effect in April 2012.
- 5.10 The overall objective was to identify the most viable and sustainable alternative model for meeting the future investment and management needs of the estate.
- 5.11 In terms of investment need, an estimated £1.3m is required to bring the homes up to the Decent Homes Standard with the biggest single issue being the windows; the majority of which are original cruttall and single glazed. When a window becomes beyond repair, the individual window is replaced giving an unsightly non-uniform look to the building. There has been no major internal modernisation works carried and there is also no controlled entry to the blocks.



Haringey Council

5.12 In addition, the estate is the only out of borough stock which is some considerable distance from Haringey, which has given rise to concerns about the effectiveness of the management of these homes and the involvement of residents.

5.13 Savills issued its report (**exempt information** in Part B of this Agenda) in November 2011, which concluded that stock transfer was the only viable option with the capacity to deliver the investment required to bring their homes up to the decent homes standard.

Stock Transfer

5.14 Stock transfer involves the ownership of the housing stock transferring to a registered Provider. Tenants would become assured tenants of the new landlord. Leaseholder would retain their existing leases, but their freehold would pass to the new landlord, rather than the Council.

5.15 The new landlord is not subject to the same funding restrictions as the local authority and therefore, as long as a viable business can be established, it can borrow additional money to finance the investment needed in the homes.

5.16 In order for a transfer to take place, tenants must be formally consulted on the proposals, with clear information on their rights under the new landlord, and the service that the new landlord would provide. This includes arrangements for management, maintenance and investment in the homes, and the details of how tenants can participate in decision about the services they receive from the new landlord.

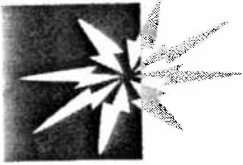
5.17 The full implications of a transfer of these homes will be considered in the context of HRA self financing. The potential receipt from the transfer needs to be considered in the context of the debt allocation of the homes and the investment required over the period of the business plan.

Residents Consultation

5.18 Four public meetings have been held to date and a further open day is planned for this summer.

5.19 Feedback from residents received to date indicate that, although they are not happy that Decent Homes works have been deferred, they would like us to proceed with the stock transfer proposal as an option for bringing investment into the estate.

5.20 A Residents Steering Group has been formed and was involved in the selection of the Independent Tenant Advisor. The Steering group has played an integral part in encouraging estate residents to engage in the consultation process.



Haringey Council

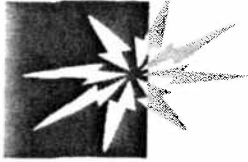
- 5.21 A door step resident's survey was undertaken which provided the following outcomes:
- 57% of households responded to the survey.
 - 69% of those surveyed were council tenants and 31% were leaseholders.
 - 83% of respondents had heard about the proposals to transfer homes to a Registered Provider.
 - Council tenants indicated that windows (91%), kitchens (57%) and bathrooms (55%) were the three priority improvement works.
 - 50% of overall respondents were **fairly happy** with the services they received from Haringey Council.
 - 30% of overall respondents were **very unhappy** with the services they received from Haringey Council.

Independent Tenant Advisor (ITA)

- 5.22 During a competitive tendering process, Officers from the Council and Homes for Haringey shortlist 5 of the 14 tender submissions received. Those shortlisted were then interviewed by members of the residents Steering Group and Solon Community Network was appointed as Independent Tenant Advisor.
- 5.23 Solon is an experienced and well respected company working in this field. They have worked with the Steering Group to give independent advice and support to residents helping residents through the initial stages of the transfer process and exploration of their chosen preferred option. Should the decision be to proceed with the transfer option, it is normal practice to maintain the services of an ITA throughout the process.
- 5.24 Solon's work programme includes attendance at Resident Steering Group meetings, door knocking and other surveys, newsletters, resident freephone helpline, training and workshops on investment, ownership and management options, and tenants' rights.

Process for selecting a Registered Provider

- 5.25 Residents and the Council agreed the following assessment criteria for selecting the preferred new landlord:
- The Registered Provider has the ability to deliver Decent Homes in accord with resident aspirations within an acceptable timescale;
 - The organisation can provide a local management presence and has a proven track record of resident involvement;



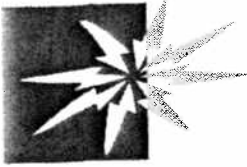
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- The organisations can satisfy the council as to its financial capacity to undertake the transfer with a robust business plan to ensure long term financial viability; and
- In the context of HRA self financing, the potential receipt from the transfer needs to be considered in the context of the debt allocation of the homes.

- 5.26 Government guidance requires that transfer can only take place to a Registered Housing Provider. It also requires the process of selection to be as open as possible to encourage competitive proposals, and for tenants to be involved in the selection process.
- 5.27 Bids were sent to four bidders who had indicated a willingness to participate in a competitive selection process to become the preferred landlord. During the bidding process three bidders withdrew from the competition for a variety of reasons.
- 5.28 The remaining bid was assessed compared with what residents could reasonably expect from the Council without transfer. This provided the context to the offer so that residents could compare future plans with or without the selection of a new landlord.
- 5.29 The Evaluation Panel comprising of members of the Residents Steering Group, Council and Homes for Haringey Officers. Under the auspices of the ITA, residents agreed that the bid submitted by Broxbourne Housing Association (BHA) met the aspirations of residents to enable them to recommend that the Council proceed with BHA as the preferred new landlord.
- 5.30 BHA also presented their offer to a public meeting of estate residents, at which the offer was favourably received.
- 5.31 The choice of BHA as preferred partner was a unanimous decision among residents and Officers, and Members are therefore recommended to support the choice of BHA as preferred new landlord for the Waltham Cross estate.

Broxbourne Housing Association Offer

- 5.32 The terms of the sale of the Waltham Cross estate are as follows:
- Capital receipt of a minimum of [exempt information]
 - £2million allocated for improvement and maintenance works to bring the properties up to a decent homes standard over a three year period, which includes £650,000 for communal and environmental work.



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- Nomination rights in perpetuity on 75% of all 'true' voids on properties with 3 or more bedrooms and 50% of all 'true' voids on properties with 1 or 2 bedrooms.
- Residents will be able to choose how to monitor and influence service delivery on the estate and across the whole housing stock through the various residents' forums.
- All qualifying secure tenants will retain the statutory Preserved Right to Buy

5.33 Negotiations are continuing between the Council and BHA in relation to any future development on the estate. Whilst BHA has no current plans to develop any part of the estate, the Council will seek a development clause to be included within the Heads of Terms for BHA itself and its successors in title to covenant to pay the Council a percentage of any profits that arise from any future development.

5.34 The Capital receipt of [exempt information] assumes that Her Majesty's Revenue and Customs will not change the regulations in relation to the VAT Shelter before completion of the transfer. In the event that any changes to the VAT Shelter are made, this could reduce the capital receipt by [exempt information].

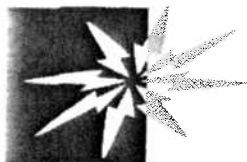
5.35 The VAT Shelter was introduced by government in 2002. It allowed organisations to recover VAT on catch-up repairs programmes carried out by the housing association following transfer that would have been claimed by the local authority.

5.36 The Secretary of State also requires satisfaction that the offer price for the Waltham Cross estate correctly reflects the debt allocation for the properties. The Council has been as open as possible to encourage competitive proposals, and the tenants have been fully engaged and involved in the selection process.

5.37 The Council intends to commission the Electoral Reform Society to conduct an independent secret ballot of Waltham Cross estate residents to determine whether the majority of tenants who vote are in favour transferring to a new landlord, Broxbourne Housing Association under the agreed terms of transfer.

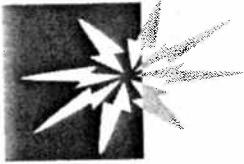
6. Comments of the Chief Finance Officer and financial implications

6.1 Under the new self financing regime, councils have been given greater certainty of funding and more flexibility over how they manage their housing stock. However for a number of councils, of which Haringey is one, there is a potential short term funding gap which makes the achievement of Decent Homes more difficult and Councils will be expected to consider a range of options for bridging this gap.



Haringey Council

- 6.2 The proposed transfer of the Waltham Cross Estate is driven by the requirement to attract essential investment funding to the estate as well as having the provision of a local estate management service. Broxbourne Housing Association (BHA) has offered the following financial terms:
- A capital receipt to the Council of [exempt information]
 - £2m allocated for improvement and maintenance works to bring properties to decent homes standard
 - Nomination rights in perpetuity on 75% of all 'true' voids on properties with 3 or more bedrooms and 50% of all 'true' voids on properties with 1 or 2 bedrooms
- 6.3 Before inviting bids, Corporate Finance assessed the minimum receipt required which was equal to the value of debt these 74 properties will support under self financing. This was calculated using the methodology used for the self financing determination, the actual rent income for the 74 properties and Haringey's average management, maintenance and investment (MRA) costs.
- 6.4 By transferring these properties, Haringey will benefit from the net receipt and will no longer need to find funding for improvements to the properties within the HRA business plan. There will also be a loss of rental income from the properties (£387k per year.) Given that Homes for Haringey will no longer have to provide a management and maintenance service to these 74 properties (a little under half a percent of the total tenanted stock) then it should be possible for them to reduce running costs. Overall, the transfer is therefore of financial benefit to the Council. This will remain the case even if the offer is reduced because of changes to the VAT regime.
- 6.5 As the Council has retained some nomination rights, a proportion of the estate will still be available to the Council to meet housing needs within the borough. It is not expected that the transfer will result in excessive pressures on the Homelessness service.
- 6.6 DCLG have yet to re-issue detailed guidance on stock transfers in the new self-financing regime but based on existing guidance and the treatment of RTB receipts then it is likely to require that HRA is compensated for amount of debt the properties are estimated to support and this would anyway be prudent. The remaining balance may then be available as a capital receipt. It is not current Council policy to ring-fence receipts in advance of detailed plans for their use.
- 7. Head of Legal Services and legal implications**
- 7.1 The Council has the power to dispose of the estate but must first obtain the consent of the Secretary of State and then carry out a formal consultation with the tenants of Waltham Cross Estate. In carrying out the consultation the Council must adhere to the Code of Recommended Practice on Local Authority Publicity.



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- 7.2 Legal advice must be obtained throughout the process to ensure that the Council adhere to the statutory requirements and the tenants' rights are safe guarded.

8. Equalities and Community Cohesion Comments

- 8.1 Residents have been consulted extensively throughout the process with the Council appointing an Independent Resident Advisors on behalf of the residents. Officers have ensured that language and disability needs have been addressed.

9. Head of Procurement Comments

- 9.1 The results of an options appraisal identified a preferred "stock transfer".
- 9.2 The opportunity was subsequently advertised to the market and initially 4 potential bidders expressed an interest. However, as the process progressed, 3 bidders withdrew, thus leaving the (one) recommended RSL.
- 9.3 Broxbourne Housing Association meets the requirements of the Council and importantly, Residents.
- 9.4 Government requires that any transfer of housing stock can only be made to a Registered Housing Provider, are also satisfied by the recommendation in this report.

10. Policy Implication

- 10.1 There are no specific policy implications stemming from this report.

11. Use of Appendices

- 11.1 Savills (L&P) Ltd – Options Appraisal

12. Local Government (Access to Information) Act 1985

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