

JW  
Jeremy Williams  
020 8489 22919  
020 8881 2660  
Jeremy.williams@haringey.gov.uk

14 December 2006

To: All Members of the Overview & Scrutiny Committee

Dear Councillor,

Overview and Scrutiny Committee – Monday 18 December 2006

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

**6. EXECUTIVE MEMBER QUESTIONS**

- i) Briefing from Councillor Toni Mallett, Executive Member for Finance
- ii) Briefing from Councillor Bob Harris, Executive Member for Social Services

**7. CORPORATE PERFORMANCE REPORT**

(Report of the Chief Executive) To review 2006/07 mid year service performance against the Council's priorities and a selection of key indicators. To review performance in key areas over the last three years.

**8. BUDGET SCRUTINY FINAL COMMENTS**

(Report of the Chair of Overview & Scrutiny Committee) To report on the issues raised by the Overview and Scrutiny Committee on departmental Pre Business Plans and Executive budget proposals.

Yours sincerely

Jeremy Williams  
Member Services

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## **KEY ISSUES IN FINANCE**

**Prepared by Cllr Mallett**

**18 December 2006**

### **Overview and Scrutiny**

#### **Audit & Risk Management**

- Setting up the London-wide mutual insurance company, which must be operative from 1st April 2007. Haringey officers are on the working groups to establish terms and conditions for the mutual's operational processes and the Acting Director of Finance will be one of the company's directors.
- Re-tendering the internal audit contract, currently provided by Deloitte and Touche, for the council and Homes for Haringey. New contract must be in place by 1<sup>st</sup> April 2007.

#### **Corporate Finance**

- CPA – Use of Resources (UoR) – develop and implement an action plan to achieve level 4
- Lead on value for money issues for the Council
- Improve financial training for managers and Members
- Assist all areas of the Council to fully comply with the Council's risk management strategy and processes, so that all key risks facing the Council are appropriately identified, monitored and reported

#### **Benefits and Local Taxation (BLT)**

- Representatives from BLT and the Preventions and Options team met recently to agree partnership working around the objective to reduce families in Temporary Accommodation by 3500 over the next several years. The key agreements were on aligning processes when receiving new claims and the liaison arrangement for maintaining claims in payment and resolving problems.
- London Councils (formerly ALG) have released comparative data showing the effects on London LA's of the DWP's changes to the Performance Standards performance measures 10 (PM10), which contributes to the BLT's CPA score. This indicates that London LA's including Haringey are likely to score a 1 (poor) score against this amended measure, where as before they received a 4 score (excellent). The overall effects of this on the overall CPA

score have yet to be determined. It would appear as though London LA's are particularly affected due to the more complex nature of their Benefits caseload.

- The build up to the migration to BLT's new document management system COMINO work flow 2 has began with a training scoping meeting. Early indications are that 5 or 6 members of staff will have to be seconded to this project full time. The business now needs to work out the impact of this i.e. how these positions can be covered.

### **Procurement**

- The achievement of the £2m cashable (revenue) target is proving harder than expected and will thus likely require the shortfall to be rolled over into the following year. Approx £0.6m potential savings are currently being pursued through work in progress.
- The volatile energy market posed a particular threat to Haringey (increasing at over 30% p.a. and with daily price swings of +/- 5%) but CPU changed the procurement strategy in Summer away from annual spot buying in favour of flexible day ahead wholesale buying. This has significantly reduced the impact of the volatile market on the Council budget.
- Another issue facing CPU and the Council is that of skill shortages within the Construction market. Haringey has a huge works programme (Regeneration and BSF etc) and we have been unable to recruit suitable candidates.

### **Property Services**

- Corporate Management of Property - take responsibility for the corporate management of all operational properties (except schools and housing) from April 2007 and implement an improvement plan to address condition, efficiency and suitability.
- Supporting Regeneration - develop key Council owned sites (including Hornsey TH, Tottenham TH, Hornsey Depot etc.) and work with other landowners and partners to meet the regeneration objectives for the Borough.
- Community Buildings - establish a strategic framework for the community buildings portfolio that supports the development of a successful and vibrant voluntary and community sector to improve the quality of services. Identify buildings used for community services that are not currently managed corporately to consider whether these should be integrated. Review the effectiveness of buildings in the corporate portfolio to drive up performance.
- Financial and Service Targets - review and develop staffing and other resources to meet capital receipts, efficiency and customer service targets.

## **Briefing for Scrutiny – Social Services**

### **18 December 2006**

**Forward:** Increased impetus on performance management. Regular meetings involve the Leader and Chief Executive.

#### **Mental Health**

- A mental health **partnership project board** has been set up to oversee the reconfiguring of supported housing for people with mental health problems.
- Over 120 people attended a very successful **world mental health day** event to launch an anti- stigma photography exhibition in Wood Green Cultural Quarter and the launch of Haringey service user network.

#### **Older People**

- A survey carried out at Woodside Day Centre, The Haven Day Centre and the Grange found that over **95%** of service users are happy with the service they are receiving at the centres.
- The **Haven Day Centre** successfully recovered from a number of very traumatic episodes of vandalism in their garden with the help of a number of council services and the help of the local community.
- The building of a new **respite care** home on the old Osborne Grove site has now commenced.

#### **Supported Housing**

- Over 140 tenants entered “Supported Housing in Bloom” competition which is a major contribution to the Councils key priority of working towards a Better Haringey.
- The Grange Day Centre also came 2<sup>nd</sup> in the Haringey in Bloom Community Gardens category, having won it in 2005.

#### **Physical Disabilities and Sensory Impairment**

- **Winkfield Resource centre** and Renate Campbell Trust, a nationally registered charity, have forged a partnership which has recently secured lottery funding for the posts of one and a half Deaf support workers.
- This will be based and supported at Winkfield with a worker who is able to use British Sign Language to communicate with deaf people in Haringey who are seeking employment.
- The service has been operating on a Friday only but is due to open from 9am – 5pm Monday to Friday in November. They will be supporting people in job applications, CVs, interview skills and supporting people once they have gained employment.

- This is only the second job club in London to work specifically with people who are deaf or hard of hearing.

### **Learning Disabilities**

- The Crescent Day Service recently won an **Extra Mile Award** for the commitment successful management and running of a demanding, and often stressful service which aims to meet the needs of service users with high behavioural support needs.

**Day Opportunities** have been working hard to focus on sports activities:

- Service users have begun to use the mainstream sports facilities at Broadwater Farm and Tottenham Green on a regular basis for a variety of sports activities, using trained coaches from the Active London Project.
- **Motor Activity Training** Programme sessions have begun taking place. These are aimed at people with complex needs. MATP comes under the Special Olympics Banner. This is being held at Tottenham Green sports Centre.
- **Green Peppers Café** is in the process of relocating to Faith Plant Centre based at Wolves Lane, which is under the umbrella of John Grooms charity. This will enable Green Pepper to take on more of a role as a training provider in terms of preparing service users who are interested in working in the catering industry. Green Pepper will be providing Entry Level 2 pre-vocational qualifications in catering through the award body of the National Proficiency Test Council which affiliated with City and Guilds.
- The Combined Team have introduced new working systems for social workers on duty and conducting reviews. This has led to an improvement in the number of reviews recorded and marked improvement in contact assessment timescale.

### **Contracts**

- Our Meals On Wheels provider, Sodexo, has now added Cypriot, Polish & Chinese meals to its ethnic meals range which already includes, Halal, Caribbean and Kosher.

### **Communications**

- Both the Mental Health Inspection and the Supporting People Inspectors have commented positively on the Social Care elements of the website.

### **eCare**

- Framework-I has successfully been extended and gone live for Housing Adaptation staff in order to streamline processes.
- Framework-I processes have also been successfully streamlined and gone live for the looked after children processes in the Children and Young People's Service.
- In June the eCare team won a 'Best service improvement award' in London Connects project recognising their ongoing achievements.

**Neighbourhood Renewal Fund**

- All £1.2million allocated to well-being theme for this year has now been allocated to various projects to meet key objectives and outcomes.

**Local Area Agreements**

- Feedback on our initial LAA submission is positive both from DCLG and the Government Office for London. The GOL health lead in particular was positive about the Healthier Communities and Older People block.

**Councillor Bob Harris**  
**Executive Member for Social Services**

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Report title: **Performance Report – April 2006 to September 2006**

Report of: **The Chief Executive**

**Ward(s) affected:** All

**Report for:** Information

### 1. Purpose

- 1.1 To review 2006/07 mid year service performance against the Council's priorities and a selection of key indicators.
- 1.2 To review performance in key areas over the last three years.

### 2. Introduction by Executive Member for Organisational Development and Performance

- 2.1 Performance in Haringey continues to improve in 2006/07 following a year of achievement in 2005/06. Almost three quarters of targets in our basket of key indicators are achieving or close to achieving target. Some highlights where performance has improved or is already exceeding target include pupils attaining 5 GCSEs at grades A-C , stability of placements for children looked after, employment, education and training for care leavers, processing minor planning applications in 8 weeks, street lighting repairs, recycling & composting, local street & environmental cleanliness- Grafitti, visits to our libraries and domestic burglaries. Overall, performance has been maintained or improved from the previous year for 73% of our indicators, a result that demonstrates that the Borough is continuing to move in the right direction.
- 2.2 For the remainder of the year we will continue to consolidate performance in improving areas as well as identifying areas where we can drive up performance further so that we can continue to meet the expectations and needs of residents. Through our Local Area Agreement, a framework for monitoring performance of the HSP and the Sustainable Community Strategy, along with our partners, we will continue to monitor progress against our priorities to be sure that measurements of our success are both locally focused and locally accountable.

### 3. Recommendations

3.1 To consider performance information presented in this report.

**Report authorised by: Dr. Ita O Donovan - Chief Executive**

#### **Contact officers:**

**Margaret Gallagher - Performance Manager**

**Telephone 020 8489 2553**

**Eve Pelekanos- Head of Improvement, Performance & Scrutiny**

**Telephone 020 8489 2508**

### 3. Executive Summary

3.1 This report presents the Council's performance for the period between April '06 and September '06 against a selection of key indicators under each of the Council's priorities. It is based on information included in the routine monthly performance reports received by the Executive throughout the year.

3.2 Performance is reviewed against over 150 indicators including a number of resident perception measures. These are mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) along with a number of key local measures and national measures on which we are judged.

3.3 As at September 2006 performance figures in our balanced scorecard show that performance has been maintained or improved from the previous year for 69% of our indicators. For 72% of indicators targets were achieved or close to being achieved.

3.4 Significant improvements in performance have been achieved in the following areas:

- Pupils attaining 5 GCSEs at Grades A-C
- Stability of placements of children looked after
- Employment, education and training for care leavers
- Issuing statements of special educational need
- Percentage of waste recycled and composted
- Average days to repair street lighting
- Road casualties (improvement from 1994-98 average)
- Planning applications (minor) processed in timescale
- Parks cleanliness
- Usage of our sports & leisure centres
- Abandoned vehicles removed within 24 hours
- Adults & Older people receiving a review
- Equipment delivered in 7 working days
- Waiting time for care packages

- Council tax and business rate collection
- Handling stage 3 (Independent Review) complaints in timescale
- Number of library visits

3.5 For the remainder of the year we need to remain focused on areas where targets are not being met or where performance compares poorly to that of other local authorities. Some of these areas include young people not in education, employment & training (NEETs), Street Cleanliness –levels of litter and detritus (BV199), planning appeals, social services waiting times for assessment, services for carers, time spent in hostels, rent collection and arrears, call centre calls answered in 15 seconds, queuing times and Customer Service Centres waiting times.

3.6 Various action plans are in place to address the above areas and priorities for improvement e.g. the Children's and Young People plan, an improvement plan for BV199, a new performance regime and action plan for Social Services and Housing.

3.7 Focus also needs to be maintained on achieving the national floor targets and with our partners we need to address the areas where performance is below the expected levels. Such areas include teenage pregnancies, life expectancy, reducing crime and fear of crime and worklessness.

#### **4. Reasons for any change in policy or for new policy development (if applicable)**

4.1 None

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

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

Monthly finance and performance reports/ balanced scorecard

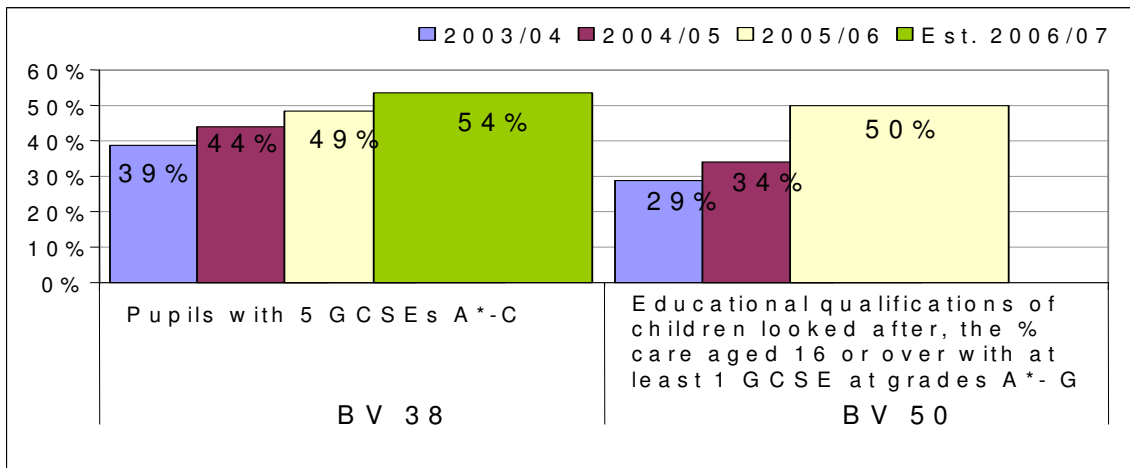
## 6. Background

- 6.1 This report presents the council's performance for the period between April '06 and September '06 against a selection of key indicators under each of the Council's priorities. It is based on the routine monthly performance reports received by the Executive throughout the year.

## 7. Achieving excellent services

### 7.1 Raising achievement in education and creating opportunities for life long success

- 7.1.1 53.6% of pupils attained 5 GCSE's at grades A-C in 2006 exceeding the 49% target with most schools having improved results significantly. Progress on educational qualifications of young people leaving care has also improved. The graph below illustrates the year on year progress achieved.



- 7.1.2 In April '05 to September '06 68 statements of special educational need were issued. Performance on issuing statements of special educational needs improved in the first 6 months of 2006/07. On the first part of the indicator, which measures the authority's performance excluding exceptions, all statements were issued within the 18 week timescale. On the second part where all cases including those where exceptions to the rule under the Code of Practice are counted e.g. those awaiting medical reports, performance improved slightly from 85% in 2005/06 to 86.8% in 2006/07, exceeding the 85% target and close to the estimated top quartile position of 90%.
- 7.1.3 As at September '06 10.8% of looked after children had 3 or more placements in the year (BV49) reduced from 13% in 2005/06 and bettering the target for 2006/07. Performance has improved considerably on this CPA key threshold indicator and is now within the top performance banding according to the Department of Health.
- 7.1.4 Excellent performance has been sustained on reviews of children on the register (BV162) with all 25 reviews due in the year so far completed in timescale.
- 7.1.5 There have been 6 adoptions in the year to September '06 with an expectation that the target of 23 for the year will be achieved. The service is on track to

achieve a further twelve with all but four of these children already placed with their proposed adopters. In addition there are at least six special guardianship orders linked to present proceedings which should be granted in the next six months making a possible total of 24 adoptions by year end.

7.1.6 Excellent progress has been made with looked after young people in employment, education or training (BV161). This was an LPSA measure and the 65% target for 2005/06 was exceeded. Based on the care leavers that have turned 19 in the year to September 75% are engaged in employment, education or training exceeding our 70% target for 2006/07.

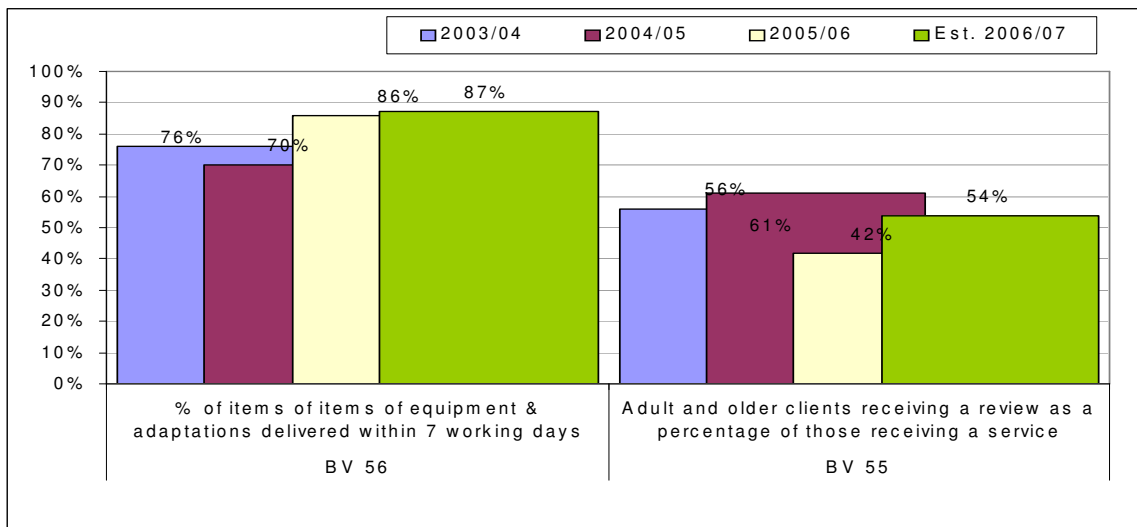
7.1.7 However there remain some areas in need of improvement:

- As at September '06 15.9% of 16-18 year olds were not in education, employment or training against a target of 12.9%. This is significantly higher than that of our neighbours. The increase in the figures is in part due to the new classification system which now bases NEETs on their place of residence and an increasing trend of post 16 drop out from education and training. There is also an issue with the size of the 16-18 cohort and the number whose status is 'not known'. Actions are in place to comprehensively analyse the reasons for drop out with the post 16 cohort and to review support mechanisms to get them back on track. An alternative range of pathways 14-19 are also being put into place to aid retention, particularly for the more vulnerable young people. A report updating the Haringey NEET Strategy has been produced by Connexions exploring how we will achieve our PSA target by 2010. It focuses on prevention, intervention and sustainability. This measure has also been put forward as a stretch target in our Local Area Agreement.

## 7.2 Social Services

7.2.1 The performance appendix reports performance on some key indicators in Adults' and Older People's services. This shows that:

- 121 adults and older people per 100,000 weighted average population receive direct payments. Performance on this indicator has improved significantly in 2006/07 up from 89 per 100,000 in 2005/06 and is now within the good PAF banding range.
- Our performance on older people helped to live at home remains within the second top performance banding (very good). In the year to September '06 100 older people per 1,000 population were helped to live at home although short of our target of 121 for 2006/07.
- 87% of items of equipment were delivered within 7 working days in the year against a target of 88% on this key threshold indicator. New faster stores procedures implemented in 2005 and additional staff resources and budget have contributed to this improvement and ensured availability of equipment for delivery. Performance dipped in September to 74.6% but was back on track as at October.



7.2.2 54.4% of adults and older clients were recorded as having received a review in the rolling year to September '06, an improvement on the 43% in April and the highest performance of the year so far although still short of the 60% target for 2006/07. Performance in the year from April to November is lower at 44% but with an end of year projection of 66% exceeding the 60% target for 2006/07. Most services now have individual action plans to tackle this problem with weekly targets set for each service group in the four service areas.

7.2.3 There remain some areas where we need to improve our performance in

7.2.4 Adults' and Older People's services. These are:

- *Acceptable waiting time for Assessments (BV195 key threshold indicator)*

This indicator is the average of the percentage of clients where time from initial contact to first contact with the client is less than or equal to 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. In September the average of these was 48.8%. In the period April to November for 62.37% of clients, the time from initial contact to first contact with the client was less than 48 hours just above the 60% threshold for 2006/07. For 51.12% of clients the time from first contact to completion of their assessment was less than 4 weeks, which although an improvement on previously reported performance is below the key threshold level for this year of 70% and our target of 71%. In the last two to three months we have managed to sustain a position of achieving over 80% for part I of this indicator and over 60% for part ii. Unfortunately as we started from a low base in the first three months of this financial year, this will impact on what can be achieved for this year. If the service continue to deliver this improved level of service delivery for the remainder of the year, it is likely that the 71% average target will be achieved.

- *Carers services (Paf C62)*

4% of carers for adults and older people received a carer's break or specific carer's service in the first 6 months of 2006/07 against a target of 12%. An

issue around counting services for carers has been identified because, in common with a number of other authorities, our practice incorporates the carer's assessment with that of the person they care for making it difficult to identify which services belong to the carer and which to the cared for person. Staff have been instructed that carers should have their own assessment and in the meantime a manual count of panel decisions is being undertaken quarterly to give some indication of the support in place for carers.

### 7.3 Housing

7.3.1 Performance issues in Housing are as follows:

Length of stay in Hostel accommodation (key threshold indicator)

7.3.2 The average length of stay in Hostel accommodation, in the year to September was 68 weeks against a target of 35 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period. The 35 week target was set based on only counting cases since April 2004. The top quartile in London is 5.1 weeks. The service is reviewing the use of hostels as temporary accommodation and at present no new families are being placed in shared facility hostels.

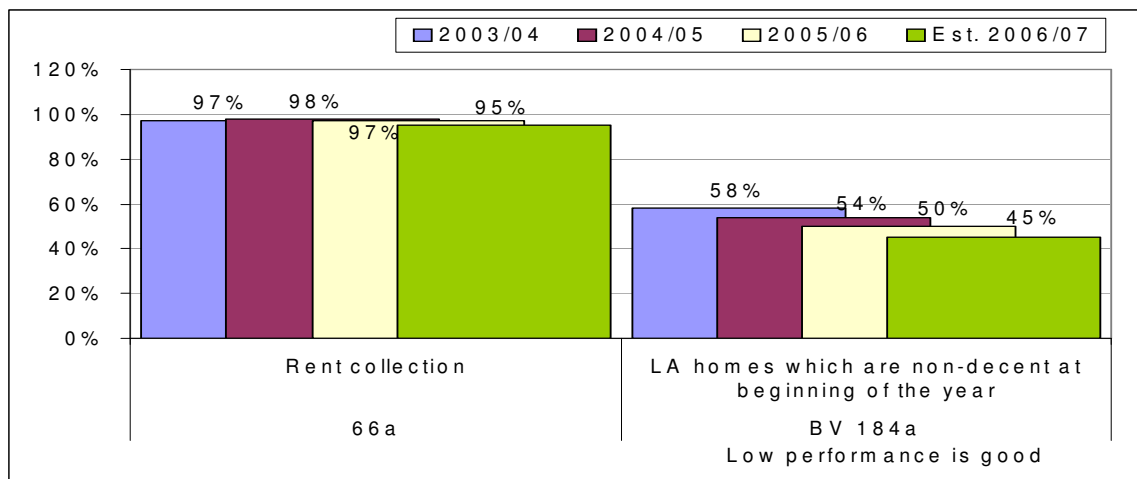
Rent Collection (BV 66a)

7.3.3 Rent collected as at September '06 is projected at 95.44% of rent due for the year against a target of 97.5%. This performance places us in the worst quartile, compared to our 2005/06 outturn of 97.4% which placed us in the second best quartile.

7.3.4 The percentage of tenants with more than seven weeks rent arrears increased further to 15.51% in September remaining short of our target of 10% for 2006/07.

Decent Homes (BV184 key threshold indicator)

7.3.5 44.5% of local authority homes have been classified as non-decent as at July '06 against a target of 42%. Assuming we achieve 2 stars in the ALMO inspection, we stand to receive £128m which will make a significant impact on our ability to meet the decent home standard.



Repairs

7.3.6 The percentage of specified urgent repairs completed in Government time limits was 96.2% in the year to September '06 just short of our 97% target.

7.3.7 In September 97.7% of appointments for responsive repairs were made and kept. New performance management systems are being introduced to optimise and ensure performance is closer to the 99% target.

Voids

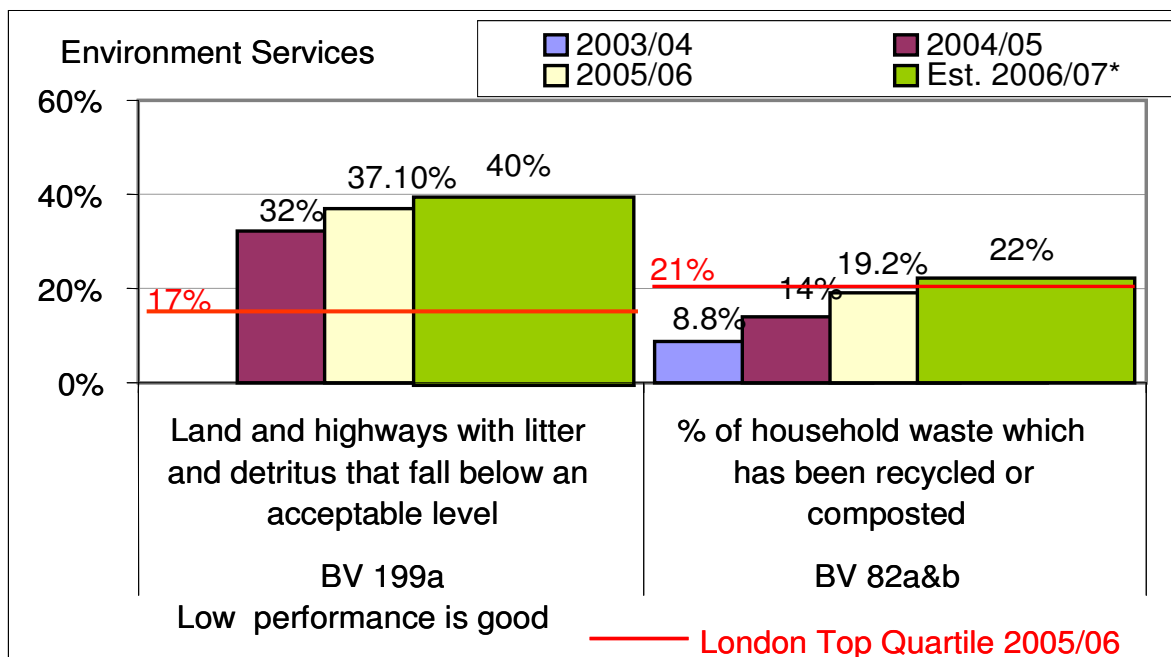
7.3.8 The average re-let time of void local authority properties was 55.7 days for the first 6 months of 2006/07, missing our local target of 27 days. The average re-let time of local authority dwellings reduced to 48 days in September and 31 days in October but it is unlikely that the 2006/07 target will be achieved.

**7.4 Better Haringey- Improving the Environment**

7.4.1 Key performance in improving the Environment is summarised below:

7.4.2 22.4% of household waste was recycled or composted in the year to September '06, an improvement from the 19% achieved in 2005/06 and exceeding our statutory 22% target.

7.4.3 The first phase ENCAMS survey results on street and environmental cleanliness were disappointing showing that 41% of our roads had unacceptable levels of litter and detritus against a target of 25% for 2006/07. Our 2005/06 performance at 37% was deterioration on the 32% achieved in 2004/05 and places us amongst the worst performing boroughs in London.



7.4.4 Good performance sustained with a parks cleanliness index of 85 against a target of 80 an improvement on the 2005/06 average of 81. Following training, the assessment is now more in line with ENCAMS principles.



7.4.5 266 minor planning applications were processed in the first six months of 2006/07 with 87.6% determined in 8 weeks exceeding the Government's target (65%) and our local target of 83%. This performance places us amongst the best performing authorities.

7.4.6 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission improved in September. However our performance in the year so far at 45% is outside our 30% target for 2006/07. This relates to 32 out of 71 cases from April to September. The service is currently undertaking a detailed analysis of appeal decisions allowed over the last couple of years to identify common trends in these cases.

**7.5 Building safer and stronger communities**

7.5.1 The repair of streetlights has remained below the 3.5 day target for all six months of 2006/07 with the average number of days taken to repair a streetlight at 1.9 days. Fault handling relating to power supply dealt with by our District Network Operator (DNO) - currently EDF – has also improved with the average days to repair a fault at 15.2 days down from 22 days in 2005/06 and inside the target 20 days.

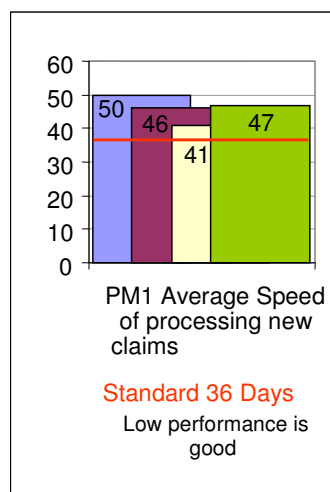
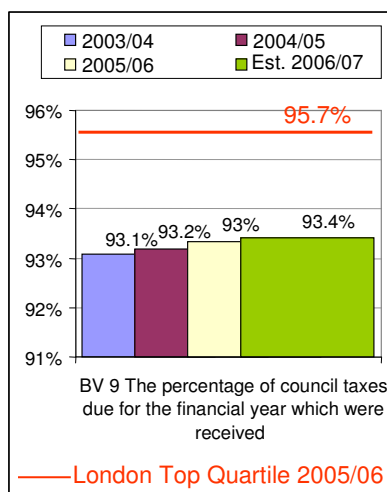
7.5.2 There were 62 people killed or seriously injured (KSI) in the period January to June '06, 11 of these in June. With numbers scaled up, there would be more people killed and seriously injured than in 2005 although the trend from the 1994-1998 baseline is improving. Although KSIs in June placed us above target the position in the 6 months to June at 124 KSIs is at the target for the calendar year 2006.

7.5.3 There were 192 domestic burglaries in September which seasonally adjusted and scaled to an annual equivalent is well inside the target with burglaries in the year to date (1,202) when seasonally adjusted and scaled to an annual equivalent of 2,485 inside the target of 2,711 for 06/07.

**7.6 Improving Services- Finance**

Council Tax and Business Rates

7.6.1 93.4% of council tax was collected in year to September '06 against a target of 93.75%. There has been consistent collection in the second quarter and performance is close to target. Based on the latest estimates of London performance Haringey is now very close to the 3<sup>rd</sup> quartile boundary improving from previously bottom quartile performance.



- 7.5.2 99.5% of business rates due were collected in the first six months of 2006/07 exceeding our 99% target. Our performance on this indicator places us amongst the best authorities in London.

Benefits

- 7.5.3 The first half of the year showed a decline on 2005/06 performance with an increased average speed of processing new claims up to 47 days from 41 days in 2005/06. A number of initiatives were put in place following poor first quarter performance and the second quarter showed significant improvement. In October the average number of days to process a benefit claim improved to 34 days bettering the 36 day target.

Invoice payments

- 7.5.4 85.2% of invoices were paid in 30 days in the year to September '06 short of the 92% target. Performance improved in September and October with 88.7% of invoices paid in time in October. This is being monitored carefully with services to further improve performance.

## 7.7 Putting People First - Customer Focus

- 7.7.1 The September balanced scorecard showed that 67% of customer focus indicators were on or near target. Measures included under this theme include performance on handling complaints and Member's enquiries, call centre performance, responding to freedom of information requests as well as some key perception measures from the Better Haringey survey. Performance is as follows:

Public Complaints

- 7.7.2 During the year to September '06 71.4% of complaints at stage 1 (local resolution) were dealt with within the new tighter timescale of 10 working days, falling short of the 80% target. We received 1,280 complaints during the first six months of 2006/07 of which 914 were dealt with in 10 days.
- 7.7.3 For the more complex service investigation stage, 70% of complaints were resolved within timescale in the year to September short of the 80% target. This relates to 87 out of 124 service investigations carried out within 25 working days.
- 7.7.4 At stage 3, independent review, 96% of cases closed in the year to September were handled within timescale exceeding our 90% target with only one case out of 25 dealt with outside the target time.

Sickness

- 7.7.5 The average number of working days lost to sickness per full time equivalent employee in the year to September reduced to 8.5 days per annum against a target of 8.8 days.

## Access Services

- 7.7.6 78% of Council wide telephone calls were answered within 15 seconds in the year to September, exceeding the 77% target.
- 7.7.7 Customer Services performance has been a concern. In September performance deteriorated to just 22.2% of call centre calls answered within 15 seconds against a 70% target for the year. In addition, the average queuing time in September increased to nearly two minutes from 43 seconds in July. With a year to date figure of 1 minute 48 seconds the 40 second target is unlikely to be met. The Customer Services improvement plan is now being implemented and we expect to see a reversal of the current trends by November.
- 7.7.8 The target of 70% on personal caller waiting times at the Customer Service centres has not been met with 46% seen within 15 minutes.
- 7.7.9 Performance on responding to Freedom of Information requests with 65% dealt with within the 20 day timescale in the first half of the year falls short of our 70% target. Performance has improved in recent months with the target exceeded in August and September.
- 7.7.10 There were 1,069,935 visits to our libraries in the first six months of 2006/07. Visits to our libraries in September equated to just over 10 visits per head of population in the year exceeding our target for 2006/07 of 9 visits per head.

## 8. Legal Comments

- 8.1 There are no legal implications.

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## OVERVIEW & SCRUTINY COMMITTEE

### On 18<sup>th</sup> December 2006

**Report title: BUDGET SCRUTINY – PRE BUSINESS PLAN REVIEW DOCUMENTS**

**Report of: Chair of Overview and Scrutiny Committee**

**Ward(s) affected**    ALL

#### 1. Purpose

- 1.1 To report on the issues raised by the Overview and Scrutiny Committee on departmental Pre Business Plans and Executive budget proposals.
- 1.2 To comment on some general themes identified in respect of the budget scrutiny process.
- 1.3 To allow the Committee to further debate on the above and to take an overview in relation to the distribution of efficiencies and investments between departments.
- 1.4 To agree the comments that the Committee will make to the Executive as part of their budget setting process.

#### 2. Recommendations

- 2.2 That the Overview and Scrutiny Committee agree the comments it will forward to the Executive regarding the budget proposals under consideration and the areas where the Committee would like the Executive to take account of the Committee's recommendations.

**Report authorised by:** Chair of Overview and Scrutiny Committee

**Contact officer:** Trevor Cripps – Overview and Scrutiny Manager

Telephone: 020 8489 6922

### **3. Executive Summary**

3.1 The report contains the results from detailed scrutiny of Pre Business Plan Review documents and proposals for budgetary savings and investments for 2007/08. The detailed work has been completed by the Overview and Scrutiny Committee and the report is an accurate reflection of the issues raised.

### **4. Reasons for any change in policy or for policy development**

None

### **5. Access to information:**

Local Government (Access to Information) Act 1985

5.1 The background papers relating to this report are:

**Financial Strategy 2007/8 to 2010/11, report of Director of Finance  
Pre Business Plan Reviews 2007/8  
O&S Committee, minutes for meetings on 20th, 28th and 29th November 2006**

Copies are available on request, from Jeremy Williams, Members Services (non executive Committees), on telephone 020 8489 2919.

## **Report**

### **6. BACKGROUND**

Pre Business Plan Reports 2007/08 were released by the Executive in early November 2006. The approach adopted was of pre decision scrutiny, where the Executive Portfolio Holders were invited to Overview and Scrutiny Committee to explain the rationale behind, and to justify their proposals as necessary. The proposals were in respect of growth and savings bids in relation to both Capital and Revenue expenditure for the four year planning period commencing in 2007/8. Many questions of clarification were asked and addressed by the appropriate Executive Member and/or officers. These are reported in the minutes of individual meetings, attached as an Appendix A.

As part of the scrutiny process some issues have been identified that the Committee wished to bring to the attention of the Executive. This report identifies items which the Committee considered and wished to make comment on the proposals, or where the Committee would like the Executive to take account of the Committee's recommendations.

The Committee wished to have further debate in respect of the distribution of investment and efficiency proposals across portfolios, to ensure that in balance they reflected the Councils stated aims and objectives. The result of this debate would also form part of the feedback to the Executive regarding the budget proposals made.

### **7. DISTRIBUTION AND COUNCIL AIMS AND PRIORITIES**

It is legitimate, as part of the budget scrutiny process, to have a responsible debate on the budget proposals and to take an overview of the likely impact on departments and individual services and to make a judgement on how well they match the needs of residents and the aims and priorities of the Council. The Committee may choose to comment on whether, in its view, the proposals in the PBPR documents reflect an appropriate and reasonable proposition, or whether they would like the Executive to consider a shift in the priorities or the level of efficiencies or investment between departments.

It is important when having the debate that Committee Members are mindful that any recommendation to reject for example, a saving will increase the financial “gap” and that recommendations will not increase the overall net figure. Any changes suggested must be supported by sound reasoning and identify potential benefits and consequences. The whole Council position in relation to revenue budget investments and efficiencies is attached at Appendix B.

## **8. GENERAL ISSUES IDENTIFIED**

In carrying out the budget scrutiny exercise the Committee has assimilated a large amount of budgetary information and there are issues and risks that have become apparent as a result. The Committee wishes to draw these to the attention of the Executive.

### **Information Technology Investment Bids.**

One of the main issues in the Technology Refresh project was the discovery of many unsupported and outdated IT systems that were in use throughout the council. As part of this scrutiny process the Committee has encountered, peppered throughout departmental Capital and Revenue investment bids, items for new or replacement systems, systems upgrades and system support not provided centrally. The Committee understands that there is central control and that a business case will have been made and that systems must be technically compatible etc. However it makes it difficult to determine the relevant priority and total in year investment proposals in Information Technology. Many of the bids allude to improved service provision or potential efficiency savings in future as a result, however in many instances the detail of what these are has not been given.

The Committee may wish to suggest to the Executive that in future years the possibility of presenting all the investment bids together in one place, under the Corporate IT budget proposals be considered. Also that there be much more information given on the benefits and detail of savings likely to accrue in future years as a result of proposed investments.

Several departments have identified risks attached to the withdrawal of funding of posts by HfH. The Committee understands that HfH is carrying out Value for Money Reviews and as a result is fully entitled to choose not to use Council provided services and to switch to more competitive suppliers. In most instance departments will need to budget accordingly. It does however throw up the question of fixed overheads and the fact that any significant withdrawal of HfH funding will lead to increased overheads for corporate support services and systems e.g. SAP for other council services.

The Committee may like an indication from the Executive of how great they perceive the risks to be.

### **Haringey Teaching Primary Care Trust (PCT) – budget reductions**

The Committee was informed that as a direct result of withdrawal of funding by the PCT there will be an overspend to the Social Services budget this year. Next year, further withdrawal of funding will have a significant impact on Social Services provision and to a lesser extent on Children's Services.

The Committee is concerned that the Council is picking up an additional burden in providing support to local people, as a result of action by the PC, nevertheless it recognises that local need cannot be ignored. It also recognised that the gross PCT budget shows a small increase, the budget overall growth was smaller than anticipated. The Committee would like to be assured that the Executive is making the strongest possible representations to the PCT and Central Government, to ensure that either the appropriate funding level to the PCT is maintained, or to recognise that the Council requires additional funding to deal with resultant unmet need.

## **9. ENTERPRISE AND REGENERATION - EXECUTIVE PROTFOLIO AREA**

### **Communications**

#### **- efficiencies**

The Committee noted the proposed cumulative saving of £107k in respect of Town Centre Management. It heard that this was achievable by the deletion of the Wood Green Deputy Manager post which was vacant, with some work disappearing and other being redistributed. The Committee was very keen to ensure that local businesses were making an appropriate funding contribution to a service which benefited them. They were assured that the Council was seeking a greater contribution from those businesses directly benefiting from Town Centre Management. The Committee wished a further briefing on the outcome and if funding had been secured.



## **Planning Policy and Performance**

### **- efficiencies**

The Committee noted the proposed cumulative savings of £410k. It welcomed the fact that consultancy and temporary agency staff had been further reduced and were now at a very low level. The Committee sought and was given assurance that the proposals to reduce planning support staff would not be detrimental to planning performance and were pleased to note that the redeployment procedure would be used for displaced staff and that redundancy would be kept to a minimum. It noted that fees were set nationally.

### **- investments**

The Committee welcomed the securing of £14.2m growth funds for infrastructure projects in respect of Tottenham Hale and Haringey Heartlands and noted the £350k revenue growth proposed delivery in these areas.

In respect of the revenue and capital growth bids for Information Technology systems, equipment and support, the Committee noted the proposals but would like to see all bids in future directed through IT. There is general comment on IT issues earlier in the report.

## **10. CRIME AND COMMUNITY SAFETY – EXECUTIVE PORTFOLIO AREA**

### **Safer Communities**

#### **- efficiencies**

The Committee was informed that the service was heavily reliant on external funding. The point was made that savings targets were imposed on the net level of spend and that there was limited scope to spread the savings. Therefore they would have a detrimental impact on service delivery. The Committee was unhappy with the cumulative savings proposals of £69k in the Youth Offending Service, as it was viewed as counter productive and would impact on performance of a vital and effective service. They therefore wished to refer these proposals back to the Executive with a recommendation that the proposals be reconsidered and savings be found elsewhere.

#### **- investments**

For similar reasons the Committee supported the cumulative revenue growth bids of £115k for this service.

## **Enforcement**

### **- efficiencies**

The Committee noted the proposed cumulative savings of £100k in respect of Pest Control, by removal of the subsidies in preparation for market testing in 2009. While supporting the proposal the Committee was concerned that the charging policy, which had yet to be developed, needed to reflect the ability to pay. It sought free treatment for disabled and elderly persons who were in receipt of means tested state benefit with charges, possibly banded, which reflected the ability to pay. It also wished all commercial premises to be charged a full market rate for any work carried out.

### **- investments**

The Committee raised concern over the proposed growth of £300k in respect of the Out of Hours service. It was informed that Homes for Haringey were reviewing its investment in this service. While the Committee supported the further investment in this service it was of the opinion that HfH must contribute a realistic market rate for the service in respect of noise control and enforcement. It wished the Executive to ensure this was the case.

The Committee was also concerned to see another item of revenue growth of £100k and a Capital bid of £405k for IT systems upgrade and support.

## **11. LEADER OF THE COUNCIL - PORTFOLIO AREA**

### **- efficiencies**

All savings proposals were noted.

### **- investments**

The Committee was concerned at the proposed revenue bid for £31k in respect of postage costs in relation to Haringey People, which was explained as necessary due to the introduction of new Royal Mail size based postage charges. This comes on the back of an £161k increase last year. The Committee wished for the postage charge to be checked and if correct, the feasibility of reducing the size of Haringey People to avoid any increases, be assessed. They also wished to see more advertising income generated to offset the costs of production and delivery.

The Committee was also concerned at the bid for £150k for support posts to the Haringey Strategic Partnership. It recommends to the Executive that this be reduced and funds to support the partnership be secured from the other partnership agencies.

## **12. FINANCE – EXECUTIVE PORTFOLIO**

### **- Investments**

The Committee expressed concern over the Capital bid of £2m to support the Value for Money programme. It was informed that the bid was to cover a 2 year budget gap and that external resources were required to ensure the council set up and was delivering value for money studies. After this period the programme would be supported in house. It was anticipated that the studies would achieve savings in excess of the investment made, although there was no detail at this stage of how or where. The Committee was sceptical that this large level of investment (equivalent of 12 senior accountants), was necessary and would like the Executive to revisit it.

The Committee queried the necessity for the proposed Capital bid of £2m for ongoing investment in the SAP IT system. It was informed of the benefits SAP brought the and the level of savings in excess of £1.5k achieved. SAP was not considered to be exploited to its maximum potential and could bring further future savings. The level of saving or where they may accrue was not identified. The Committee called for a briefing note that further justified this level of investment and detail on specific projects that it would cover and any benefits that would accrue.

The Committee recognised that well maintained council buildings are desirable, but wished to ensure that the level of Capital investment of £2m was for essential works. It was informed that the bid was made as a result of detailed property condition surveys that had been carried out on the Councils building portfolio and that the bid covered essential works to that portfolio. The Committee thought there might be some room to manoeuvre here and wished the Executive to revisit this bid.

### **-efficiencies**

Were noted

## **13. COMMUNITY INVOLVEMENT – EXECUTIVE PORTFOLIO**

### **Neighbourhood Management**

The Committee raised concerns over the proposed Capital bid of £6m for Wards Corner. It was informed of the strategic importance of the site that the council had been trying to develop the site since 2003 but that there were major challenges. The site was in multiple ownership, straddled the tube line and was likely to need complete demolition and rebuilding. The site needed investment of £60/70m in total and would not be redeveloped without public subsidy. The £6m reflected the worst case scenario as alternate funding sources may develop. The Committee queried the need for the £6m in one year and how it would be spent and when. The Committee wished the Executive to revisit this bid to be sure that the level of investment by the Council was essential and that as a minimum, the bid should be profiled over a longer period.

The Committee welcomed the fact that all regeneration would be brought together in one service under the new Council structure.

## **Customer Services**

Customer Services was identified as a area where the potential withdrawal of HfH from the call centre or customer services centres could have significant implications for those services. The Committee raised a query regarding the responsibility of HfH funding and were informed that the Leader was investigating and that it was important to establish the correct relationships. In terms of the £562k of saving identified, it would seem that this was not without risk. The Committee suggested that a re-profiling of the saving over 3 or 4 years might be beneficial.

## 14. **ORGANISATION DEVELOPMENT – EXECUTIVE PORTFOLIO**

### **Human Resources**

The Committee was informed that up to 30% of posts within the Council may be vacant at any one time, but the only way that this would show on the budget would be as an under-spend or by increased use of temporary or agency staff.

The Committee noted the savings identified in respect of improved absence management and welcomed further initiatives to reduce the employee absence average figure of 10.4 days per year, to 8 or less.

### **Legal Services**

The Committee was informed of the likely loss of income from Land Charges search fees. The service makes a surplus and currently contributes £600k to the council's budget. There was no figure in the budget to reflect this and it is unclear how any reduction to income would be made up in future.

HfH was a large customer of Legal Services, if HfH ceased to use council provided services, the Legal Department would need to downsize and restructure accordingly.

Although there were service level agreements in place the Committee was informed that HfH could opt out of these. The Committee asked if binding contracts could be used, and it was informed that service level agreements gave the same level of protection.

### **Information Technology**

The Committee was informed that the council must continue to invest in ICT for the foreseeable future if it wished to take advantage of future developments, which when implemented would potentially increase performance. The Committee asked what would happen if we didn't invest at the proposed level. The effect for a number of services was highlighted. The Committee was mindful that it had just commissioned a Scrutiny review Panel to look at the service. However, it felt there was a lack of information on how and where money would be spent and it therefore requested that Member sessions be arranged by the IT Department to explain.

## 15. **ENVIRONMENT AND CONSERVATION – EXECUTIVE PORTFOLIO**

## **Recreation & Leisure**

The Committee noted the high level of Capital and Revenue investment proposed some of which attracted match funding from other sources. It recognised that investment in this area had been neglected in the past. The proposed Leisure Transfer was felt to be a pragmatic method to achieve savings estimated at £ 404k . The Committee noted a revenue investment bid of £176k for IT&S upgrades.

## **Streetscene**

The Committee noted an revenue investment bid of £167k for IT projects.

### 16. **HOUSING – EXECUTIVE PORTFOLIO**

The main issue was HfH and the need for a speedy resolution to Service Level Agreements being in place and the increased corporate costs and overheads that will result from any withdrawal of HfH income to other council services.

Also to ensure that HfH had the level of support required and would achieve it's goal of being evaluated as a 2 star service at the March 2007 inspection, by the Audit Commission.

### 17. **HEALTH AND SOCIAL CARE –EXECUTIVE PORTFOLIO**

The Committee welcomed the fact that the proposal to achieve savings by the closure the Drop In centres and Luncheon Clubs had been withdrawn.

It noted the impact that the Primary Care Trust proposals were likely to have for the council, although it had no sense of whether this would have any effect on clinical outcomes for residents.

After a delegation and public debate at the proposals to merge the Winkfield and Haven Day Centres, the Committee did not support the merger and would like the Executive to consider further it's proposal to achieve savings by this action.

The Committee would also like the Executive to reconsider it's proposal to reduce the subsidy to Meals on Wheels as it felt this would affect take up and hit those in poverty the hardest.

The Committee did not support the proposed revenue investment bid of £225k for the Asylum Team. It did not wish to see the team re-established as it had been disbanded and the functions have been mainstreamed. It did, however, express concern at the Government's funding and treatment of Haringey on this issue.

### 18. **CHILDREN'S & YOUNG PEOPLES – EXECUTIVE PORTFOLIO**

### **Children & Families**

The Committee was informed that the proposals put forward were not without risk and that they would be monitored closely. The Committee noted risk to the savings proposed if foster care and adoption was not increased and children were taken into care.

### **Youth Service**

The Committee welcomed the proposed investment in the youth service.

### **Schools**

The Committee noted that a large proportion of the budget was ring-fenced directly to schools, however they welcomed the investments proposed.

Executive Portfolios	Councillor	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12C 2007/08 - 2010/11
			2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000	
Leader of the Council	George Meehan							
Executive Member for Children & Young People	Liz Santry	0	10,189	2,411	700	39,467	0	
Executive Member for Community Involvement	Lorna Rieth	8,300	1,392	1,267	330	10,770	0	
Executive Member for Crime and Community Safety	Nilgun Canver	405	0	0	0	1,705	120	
Executive Member for Enterprise and Regeneration	Kaushika Amin	150	0	0	0	2,281	60	
Executive Member for Environment & Conservation	Brian Haley	36,253	19,249	18,469	17,686	84,593	824	
Executive Member for Finance	Toni Mallett	8,930	2,550	1,400	500	8,930	150	
Executive Member for Health & Social Services	Bob Harris	9,842	2,895	2,875	2,875	12,007	0	
Executive Member for Housing	Isidoros Diakides	2,154	0	0	0	2,154	50	
Executive Member for Organisational Development & Performance	Dhiren Basu	12,900	3,900	3,000	3,000	12,900	0	
<b>Grand Total £000</b>		<b>78,934</b>	<b>40,175</b>	<b>29,422</b>	<b>25,091</b>	<b>174,807</b>	<b>1,204</b>	

Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3												
Executive Portfolios	Councillor	2007/08		2008/09		2009/10		2010/11		Cumulative		
		Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Leader of the Council	George Meehan	118	251	67	-	-	-	100	-	285	251	
Executive Member for Children & Young People	Liz Santry	2,433	375	1,459	-	-	-80	1,458	-	5,350	295	
Executive Member for Community Involvement	Lorna Rieth	658	40	513	-	167	-	179	-	1,517	40	
Executive Member for Crime and Community Safety	Nilgun Canver	199	680	263	-	10	-	115	-	587	680	
Executive Member for Enterprise and Regeneration	Kaushika Amin	214	510	91	-	50	-	55	-	410	510	
Executive Member for Environment & Conservation	Brian Haley	679	2,114	1,223	886	100	55	654	40	2,656	3,095	
Executive Member for Finance	Toni Mallett	798	610	525	-262	362	-20	205	5	1,890	333	
Executive Member for Health & Social Services	Bob Harris	845	1,811	1,050	187	1,775	-	650	-	4,320	1,998	
Executive Member for Housing	Isidoros Diakides	348	1,156	90	324	110	348	215	27	763	1,855	
Executive Member for Organisational Development & Performance	Dhiren Basu	524	217	236	-	244	-	293	-	1,297	217	
<b>TOTAL</b>		<b>6,816</b>	<b>7,764</b>	<b>5,517</b>	<b>1,135</b>	<b>2,818</b>	<b>383</b>	<b>3,924</b>	<b>-8</b>	<b>19,075</b>	<b>9,274</b>	



**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 20 NOVEMBER 2006**

Councillors Councillors Bull (Chair), Cooke (Vice-Chair). Bevan, Davies, Jones, Newton and Winskill

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO71.</b>	<p><b>WEBCASTING</b></p> <p>The meeting was webcast on the Council's website.</p>
<b>OSCO72.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for lateness were received Councillor Jones.</p>
<b>OSCO73.</b>	<p><b>URGENT BUSINESS</b></p> <p>There was no such business.</p>
<b>OSCO74.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Cooke declared a personal interest under item 7, in that he was the Deputy Executive Member for Crime and Community Safety. He informed Members that he had taken no part in the budget formulation process.</p>
<b>OSCO75.</b>	<p><b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b></p> <p>There were no such items.</p>
<b>OSCO76.</b>	<p><b>BUDGET SCRUTINY - ENTERPRISE &amp; REGENERATION</b></p> <p>The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business unites.</p> <ul style="list-style-type: none"> <li>- Planning, Environment Policy and Performance (PEPPs)</li> <li>- Strategy (Regeneration and Policy &amp; Partnerships)</li> </ul> <p>Members noted that planning applications performance had met and exceeded all local and national targets this year. Success had also been achieved in the areas of protecting green spaces, and quality of planning services. It was noted that improvement was required in appeals performance and customer satisfaction.</p> <p>Strategy objectives included strengthening the approach to co-ordination and development of corporate policy and key strategic change projects, improved co-ordination of the Haringey Strategic Partnership and continuing to develop the Council's leadership rôle for economic</p>

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	<p>development and inward investment.</p> <p>Members noted the proposed reduction of support staff in Planning, Policy and Performance. In terms of the management of these redundancies, Members were assured that the reduction in the number of support posts by 10 would likely be achieved through redeployment.</p> <p>Members were informed about the work of the Groundwork Trust, a country-wide network which brought together various Environmental Improvement Bodies with the ability to raise funds for matching funding, fund increased project capacity and to engage with the local community over a period of time.</p> <p>Members enquired as to soliciting a greater contribution from the retail sector in recognition of the Council's work in Wood Green Town Centre Management. Officers acknowledged that retailers contributed already to office space and future studies, and were working with them on possible future projects.</p> <p>Members emphasised the need to make more use of the threat of Compulsory Purchase Orders to move regeneration work forward. Officers appreciated the need for the usage of all tools available to them, but pointed to successful current projects such as the Sixth Form Centre, New River Village and the Bernie Grant Centre.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the committee approve the financial planning position set out in the report.</li> </ol>	
<p><b>OSCO77.</b></p>	<p><b>BUDGET SCRUTINY - CRIME &amp; COMMUNITY SAFETY</b></p> <p>Councillor Cooke declared a personal interest in this item, in that he was the Deputy Executive Member for Crime and Community Safety. He informed Members that he had taken no part in the budget formulation process.</p> <p>The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:</p> <ul style="list-style-type: none"> <li>- Enforcement</li> <li>- Safer Communities</li> </ul> <p>Members were informed of the key strategic areas, objectives, savings and investment proposals across both the Enforcement and Safer Communities business areas.</p> <p>Discussing Safer Communities, Members were informed that due to the large external component of its funding, all proposed savings would have a substantial impact on services. Members expressed their concern</p>	

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over identifying savings which would have a substantial negative impact in this manner.

Members were informed that the Enforcement policy and strategy were due to come before the committee in February 2007. Officers acknowledged that planning enforcement action was an priority area. It was noted that Pest Control charges were one of the few chargeable areas which the Council had control over. Members requested an update on the current charges.

Members expressed reservations over proposed savings relating to the Youth Offending Service, stating the importance of maintaining its level of service, and recommended to the Executive that these savings be reconsidered.

**RESOLVED:**

1. That officers provide information to Members on current pest control charges.
2. That the Overview & Scrutiny committee recommends to the Executive to reconsider the proposed reductions with regard the Youth Offending Service
3. That the Overview & Scrutiny committee expresses its uncertainty over the proposed reductions with regard the ASBAT team.
4. That the committee approve the remainder of the financial planning position set out in the report.

**OSCO78. BUDGET SCRUTINY - LEADER**

The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:

- Organisational Development (Equalities)
- Strategy (Communications: Media & PR)

The Leader of the Council set out his key proposed savings and investments for the above mentioned areas.

Members raised concerns over the stated postal costs for the Haringey People magazine, especially in light of the revised Royal Mail postal costs based on size of item. Officers agreed to investigate Haringey People and its pricing structure and report back to Members. Officers spoke of the advantage of keeping Haringey People 'in-house' allowing the Council to have full control of all advertising content.

Members requested information on support the Haringey Strategic

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	<p>Partnership. The Leader re-enforced the message of the government white paper arguing for a stronger rôle for Strategic Partnerships, and agreed that the Council had to contribute to this as a whole.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the ACE- Strategy provide to Members details of the total cost figure for the postal delivery of the Haringey People magazine.</li> <li>2. That the ACE- Strategy investigate the new Royal Mail pricing structure to ensure that Haringey People is optimising the most cost effective rate.</li> <li>3. That the ACE- Strategy brief Members on the advertising revenue for Haringey People</li> <li>4. That the committee approve the financial planning position set out in the report.</li> </ol>
<p><b>OSCO79.</b></p>	<p><b>BUDGET SCRUTINY - FINANCE</b></p> <p>The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:</p> <ul style="list-style-type: none"> <li>- Corporate Finance / Audit &amp; Risk Management</li> <li>- Corporate Property</li> <li>- Benefits and Local Taxation</li> <li>- Corporate Procurement</li> </ul> <p>The Executive Member for Finance introduced the report, setting out key savings and investment proposals across the abovementioned areas.</p> <p>Councillors questioned the large spend on Value for Money projects, but were assured by Officers that such projects were likely ultimately to deliver savings. In terms of IT expenditure, Officers assured Members that the in-house capacity existed to support a large IT investment programme. Members requested a breakdown of all IT spend across directorates, which Officers agreed to provide.</p> <p>Members enquired as to the large spend on SAP and indicated surprise over the lack of indication of future savings. Officers responded that the SAP upgrade work was necessary, and that the system was not yet being exploited to its full potential, being able to target specific management information.</p> <p>In line with the policy adopted by Full Council, Members requested that Officers be mindful of the alleged health risks from mobile phone masts,</p>

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	<p>and that companies be encouraged to pay rent for the use of Council land for masts.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That Officers provide Members with a briefing note explaining the expected savings from the SAP investment.</li> <li>2. That the Director of Corporate Finance provide to the committee details of Information Technology spend from throughout the 10 portfolio areas.</li> <li>3. That the committee approve the financial planning position set out in the report.</li> </ol>	
<b>OSCO80.</b>	<p><b>MINUTES</b></p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the minutes of the special meeting held on 21 August 2006 be confirmed and signed.</li> </ol>	
<b>OSCO81.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>There was no such business.</p>	

COUNCILLOR GIDEON BULL

Chair

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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
TUESDAY, 28 NOVEMBER 2006**

Councillors Councillors Bull (Chair), Cooke (Vice-Chair), Bevan, Davies, Jones, Newton and Winskill

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO82.</b>	<b>APOLOGIES FOR ABSENCE</b>
	None received.
<b>OSCO83.</b>	<b>URGENT BUSINESS</b>
	There was no such business.
<b>OSCO84.</b>	<b>DECLARATIONS OF INTEREST</b>
	There were no such declarations.
<b>OSCO85.</b>	<b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b>
	There were no such items.
<b>OSCO86.</b>	<b>BUDGET SCRUTINY - COMMUNITY INVOLVEMENT</b>
	<p>This report updated members on the financial planning process and considered the pre-business plan reviews for the following business units:</p> <ul style="list-style-type: none"> <li>- Organisational Development (Member Services)</li> <li>- Strategy (Communications, Corporate Consultation &amp; Engagement and Voluntary Sector)</li> <li>- Neighbourhood Management</li> <li>- Customer Services</li> <li>- Libraries and Museums</li> </ul> <p>The Executive Member informed Members that the items related to Neighbourhood Management numbered 047 to 051 in appendix 2 of the report related to the portfolio of Councillor Amin, Executive Member for Enterprise and Regeneration.</p> <p>In relation to this, Members enquired over the status of the £6million Ward's Corner project and were informed of its strategic importance to the Council's Tottenham High Road strategy. Members were informed that a report on the Ward's Corner site was being brought through the Executive process.</p>

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Members enquired as to the funding arrangements for Neighbourhood Management staff. They were informed that the base was Council mainstream funding, with additional posts funded externally in areas of deprivation. Some budgetary funding came from NRF money, the potential lose of which in 2009/10 had been built into the budget.

Members highlighted performance issues in Customer Services, expressing concern over the Customer Service Initiative, and urging managers to revisit the Customer Services Scrutiny Review. It was noted that it was not cost effective for call centre staff to take on more work, and customer departments and call centre liaison were being looked into. Members requested information on the proposed deferral of Customer Services savings items.

In terms of libraries funding, Members noted that there was no mainstream capital funding budget for libraries. Improvements to the Alexandra, Highgate and Muswell Hill libraries were all to be funded from external sources.

Members requested information on the current spend for external conferences.

Members raised concern over the amount of spend on consultants and agency staff across the Council. The Head of Personnel stated that procedures had been introduced to reduce the number and cost of agency staff to the Council, and offered to provide Members with information on the use of both consultants and agency staff.

**RESOLVED:**

1. That Members be updated on the Wards Corner scheme in due course.
2. That Members be informed of current spend for external conferences
3. That Members be updated on financing arrangements for Neighbourhood Management.
4. That the Head of Personnel provide to Members an update on the use of consultants and agency staff.
5. That Members be provided with figures on the Customers Services item detailing how much of the savings are to be deferred, and to when.
6. That the committee approve the financial planning position set out in the report.



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The report updated Members on the financial planning process and to consider the pre-business plan reviews for the following business units:

- Organisational Development (Performance & Improvement, OD&L, Human Resources)
- Corporate IT
- Legal Services

The Executive Member outlined the key issues, savings and investments across his portfolio area for the coming year, as outlined within the report.

Members enquired over issues with the backlog of dismissal and disciplinary appeals. Officers informed the Committee that training courses were taking place to increase the size of the pool of members, and that the length of time between dismissal and appeal had reduced over the last quarter.

In terms of unfilled vacancies, Members were informed that these only appeared in budget papers in instances where a post deletion was being proposed as a budget saving. Council staff turnover rate remained at approximately 16 to 17%.

In terms of the Council reshaping, Members were assured that aside from the process costs of engaging outside consultants to advise the Chief Executive, and the cost of 'time', no additional costs would be incurred.

Members sought information on the nature of service level agreements between the Council and Homes for Haringey. It was understood that Homes for Haringey had an annual opportunity to terminate the service agreement on 30<sup>th</sup> September each year, and that a number of areas had been identified under Value for Money which they had chosen not to purchase.

Members noted that the £2.75 million I.T. capital programme was part of a total £5.7 million spend on IT projects in the borough, and requested information on total IT spend. Members were informed that much of the spend for I.T. projects was on staff time rather than only hardware. In terms of the upgrade of the telephony system, it was stated that the current system was coming to the end of its ten year life, and required replacement.

Members requested further information on a potential drop in income from land charges, requesting more information on the potential loss.

**RESOLVED:**

1. That information on the I.T. Capital Programme be provided to all interested Members.

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	<ol style="list-style-type: none"> <li>2. That Legal provide detailed information on the potential drop in income from land charges.</li> <li>3. That the committee approve the financial planning position set out in the report.</li> </ol>	
<b>OSCO88.</b>	<p><b>BUDGET SCRUTINY - ENVIRONMENT &amp; CONSERVATION</b></p> <p>The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:</p> <ul style="list-style-type: none"> <li>- Streetscene Business Unit</li> <li>- Recreation Business Unit</li> </ul> <p>Members noted the various issues and pressures in highways, waste management, parking and recreation services.</p> <p>Members learned that a consultation on the provision of public toilets was taking place. These would be located in areas of greatest need with the income stream forming part of the contract for maintenance. One toilet had been purchased so far, with Wood Green the intended location, with more to follow.</p> <p>Members requested information on income streams from the proposed new CCTV cameras. Officers agreed to provide this information, and the Executive Member stated that the purpose of CCTV was both preventative and for enforcement.</p> <p>Members requested information on the possibility of co-mingled recycling taking place. Officers responded that they were discussing a number of options, including that of increasing recycling collections and decreasing refuse ones in the long term.</p> <p>It was noted that a £1.5 million investment into Green Flag open spaces was planned, with officers assuring Member that they would address the agenda of small urban spaces also. Officers agreed to provide a more inclusive list of green spaces in the borough to all Members.</p> <p>It was noted that the Executive Member had stopped prevented increases in allotment fees going ahead, agreeing with allotment users that investment should be provided prior to any increase. Consultation on the investment was to be held with the Allotments Forum, with it being envisaged that sites with a managed structure be the first recipients.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That Members are provided with a summary list of parks</li> </ol>	

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	<p>and open spaces in the borough.</p> <ol style="list-style-type: none"><li>2. That Members are provided with details for the revenue and income stream for the purchase and installation of new CCTV cameras.</li><li>3. That the committee approve the financial planning position set out in the report.</li></ol>	
<b>OSCO89.</b>	<b>NEW ITEMS OF URGENT BUSINESS</b>	
	<p>There were no such items.</p>	

COUNCILLOR GIDEON BULL

Chair

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Councillors Councillors Bull (Chair), Bevan, Davies, Jones, Newton, Winskill and Egan (substituting for Cooke)

Apologies Councillor Cooke (substituted for by Councillor Egan)

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO90.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Councillor Cooke, who was substituted for by Councillor Egan. Apologies for lateness were received from Councillor Bevan.</p>
<b>OSCO91.</b>	<p><b>URGENT BUSINESS</b></p> <p>There was no such business.</p>
<b>OSCO92.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Emma Jones declared a prejudicial interest in item 7, Budget Scrutiny – Children &amp; Young People, as she had participated in the budget formulation process under her rôle as Deputy Executive Member for Children &amp; Young People.</p>
<b>OSCO93.</b>	<p><b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b></p> <p>The committee received a deputation from Ms Linda Dawson, and representatives of service users at the Winkfield and Haven centres. Members agreed to receive this deputation as part of the Budget Scrutiny – Health and Social Services item below.</p>
<b>OSCO94.</b>	<p><b>BUDGET SCRUTINY - HEALTH AND SOCIAL SERVICES</b></p> <p>The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business units.</p> <ul style="list-style-type: none"> <li>- Adults Services</li> <li>- Older People's Services</li> </ul> <p>Members noted the stated strategic objective of Social Services was to enable adults and older people in Haringey to maintain a good quality of life. This informed the preventative approach reflected in the proposed outcomes of 'Our Health, Our Care, Our Say', Sure Start in Later Life, and the 'Choosing Health' agenda.</p>

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The Executive Member announced that proposals to close the Older People's drop-in centres had been dropped, acknowledging that these were a valued resource in the community. Members expressed their support over the abandoning of the closure proposals, but requested information on where the savings that these closures would have covered would now come from. The Executive Member stated that a variety of other proposals would be brought forward including the Value for Money review on the costs of receiving home care, as well as proposals relating to the community alarm service and telephone monitoring. Representations were also ongoing relating to requesting an increase in the overall Social Service budget.

The committee received a deputation from Linda Dawson, objecting to the proposed mergers of the Haven and Winkfield Road centres. Ms. Dawson and other service users, having answered questions put to her by Members of the Executive, withdrew and the Chair thanked them for their attendance and for her presentation.

Having discussed the good reputation of the two centres as resources for all the borough, Members of the Committee agreed to ask the Executive to reconsider the proposed merger of the Winkfield and Haven centres. Members also agreed to ask the Executive to reconsider the proposals to close the Keston Road Centre in N17.

Members queried the proposed £225,000 investment in an asylum team, given the knowledge that asylum remained the responsibility of the Home Office. Members were informed that both the Leader and Chief Executive were making representations to Central Government on this topic.

Officers assured Members that increases in charges were in some cases overdue, as charges had remained static for up to ten years in some cases.

Members expressed concern over the impact on the Council's budget of budget cuts by the Haringey Teaching Primary Care Trust (PCT), and requested that representatives of the PCT be required to attend a Special Meeting of the Committee to be arranged due course.

**RESOLVED:**

1. That a Special Meeting of the Committee be convened to discuss the Haringey Teaching Primary Care Trust budget, and that representatives of that organisation be required to attend.
2. That the Committee recommend to the Executive that it reconsider the proposal relating to the merger of the Haven and Winkfield Road Centres.
3. That the Committee recommend to the Executive that it reconsider the proposed additional proposal of the closure of the

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	<p>Keston Road Centre, N17.</p> <ol style="list-style-type: none"> <li>4. That the Committee recommend to the Executive that it reconsider its proposal to reduce the subsidy to Meals on Wheels.</li> <li>5. That the Committee recommend to the Executive that it reconsider the proposed £225,000 investment in creating a separate asylum team.</li> <li>6. That the committee approve the remainder of the financial planning position laid out in the report.</li> </ol>	
<p><b>OSCO95.</b></p>	<p><b>BUDGET SCRUTINY - HOUSING</b></p> <p>The committee received this report to update members on the financial planning process and to consider the pre-business plan reviews for the Housing Services business unit.</p> <p>Members noted the significant challenges facing the Housing Service until 2010/11 relating to meeting government floor targets and/or new legislation. The committee noted the Service's key priorities, which were the Housing Improvement Programme, temporary accommodation reduction, hearthstone expansion, project support, new housing supply and service efficiencies. Members noted that £348,000 in efficiency savings had been proposed for 2007/08, with a total of £763,000 between 2007 and 2011.</p> <p>Members raised concern over the service agreements between the Council and Homes for Haringey. Officers informed Members that this was an issue for all Councils who had set up an ALMO, and that the housing service was facilitating ongoing discussion on this topic. Officers agreed to provide further information to Members in due course.</p> <p>Members were provided with more information on the Home Connections Virtual Tours. Members were informed that the new system would allow prospective tenants with sufficient points to bid for properties after looking at them through a virtual on-line tour. Officers argued that this innovative approach would reduce refusals, and agreed to circulate a briefing to Members on Home Connections itself.</p> <p>Officers explained to Members that training rationalisation would not involve less training per se, but instead would end an external fixed-term contract to do training centrally, avoiding wasted training costs and getting a better result for less money.</p> <p>Members conveyed their congratulations to Housing for their successful reduction of temporary staff. In terms of the reduction of the car user allowance, Members were advised that many staff were in posts who did not need vehicles, and that less than 15 staff were</p>	

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	<p>likely to be effected by the proposals.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the committee approve the financial planning position laid out in the report.</li> <li>2. That Members receive a report-back on the Council's service level agreements with Homes for Haringey.</li> <li>3. That Members be circulated a briefing on Home Connections.</li> </ol>	
<p><b>OSCO96.</b></p>	<p><b>BUDGET SCRUTINY - CHILDREN &amp; YOUNG PEOPLE</b></p> <p>Councillor Emma Jones declared a prejudicial interest in this item as she had participated in the budget formulation process under her rôle as Deputy Executive Member for Children &amp; Young People, and thus withdrew from the discussion.</p> <p>The committee received this report to update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:</p> <ul style="list-style-type: none"> <li>- Children and Families</li> <li>- Business Support and Development</li> <li>- School Standards and Inclusion</li> <li>- Delivery and Performance</li> </ul> <p>Members noted that the target savings excluding the Dedicated Schools' Grant (DSG) over the four year period was £5.233 Million (8% of the 2005/6 budget), which included £2.1million 'pre-agreed' savings. Savings totally £5.350million had been identified, which was £167,000 more than was required. Proposals existed for new investments of £445,000, which was less than 1% of the budget, including the investments needed for the Youth service.</p> <p>Members requested information on a number of savings being stated as being dependant on the other factors within the budget. The Executive Member and Director stated that the savings were ambitious, but would be monitored very carefully through a clear process, particularly with regards to Looked After Children. Members noted that the bringing together of the Learning Care and Foster Care services would results in significant savings in terms of sub-management costs.</p> <p>Members raised concerns over efficiency savings in the budget marked still to be identified. They were informed that these were savings were likely from staffing efficiencies flowing from the development of a fully integrated service.</p>	



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	<p>It was noted that the need for an increase in the number of individuals fostering and adopting was necessary, with the Director responding that she was Chairing a pan-London team looking at this issue.</p> <p>Members raised concern over the £120,000 expansion of the Youth Service within the NDC area, with the Executive Member and officers promising to provide information to the committee detailing the work done in this area.</p> <p>Members requested further information on the figures given in the report, which officers agreed to provide to the next meeting of the Committee.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That Officers provide to the committee information on the proposed expansion of the Youth Service within the NDC area.</li> <li>2. That the committee approve the financial planning position set out in the report.</li> </ol>	
<p><b>OSCO97.</b></p>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>There was no such business.</p>	

COUNCILLOR GIDEON BULL

Chair

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