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## Full Council

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To: The Mayor and Councillors of Haringey Council.

Dear Sir/Madam,

A meeting of the Council of the London Borough of Haringey will be held at the Civic Centre, High Road, Wood Green, N22 8LE on MONDAY, 5TH FEBRUARY, 2007 at 19:30 HRS, to transact the following business:

### **AGENDA**

- 1. TO RECEIVE APOLOGIES FOR ABSENCE**
- 2. TO ASK THE MAYOR TO CONSIDER THE ADMISSION OF ANY LATE ITEMS OF BUSINESS IN ACCORDANCE WITH SECTION 100B OF THE LOCAL GOVERNMENT ACT 1972**
- 3. DECLARATIONS OF INTEREST**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest

becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

**4. TO ASK MEMBERS WHETHER THEY NEED TO MAKE A DECLARATION IN ACCORDANCE WITH SECTION 106 OF THE LOCAL GOVERNMENT FINANCE ACT IN LREATION TO UNPAID COMMUNITY CHARGE OR COUNCIL TAX LIABILITY WHICH IS TWO MONTHS OR MORE OUSTANDING.**

Members to whom this applies must make a declaration if they are present at any part of the meeting and must not vote on any matter relating to the budget. It is not sufficient for such members to refrain from voting or to absent themselves from the chamber for particular parts of the meeting.

- 5. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 8 JANUARY 2007 (PAGES 1 - 8)**
- 6. TO RECEIVE SUCH COMMUNICATIONS AS THE MAYOR MAY LAY BEFORE THE COUNCIL**
- 7. TO RECEIVE THE REPORT OF THE CHIEF EXECUTIVE**
- 8. TO RECEIVE THE REPORTS OF THE MONITORING OFFICER AND HEAD OF LEGAL SERVICES**
- 9. TO CONSIDER REQUESTS TO RECEIVE DEPUTATIONS AND/OR PETITIONS AND, IF APPROVED, TO RECEIVE THEM**
- 10. TO CONSIDER A "STATE OF THE BOROUGH" REPORT BY THE LEADER OF THE COUNCIL**
- 11. TO RECEIVE THE EXECUTIVE REPORT NUMBER 13-2006/7 - FINANCIAL PLANNING 2007/08 TO 2010/11 (PAGES 9 - 120)**
- 12. TO RECEIVE THE EXECUTIVE REPORT NUMBER 12-2006/7: (PAGES 121 - 134)**

In accordance with Council Rules of Procedure No. 12(1), the Chief Executive will submit a report, if appropriate, listing any recommendations from the Overview & Scrutiny Committee requiring policy change of executive action.

**13. TO CONSIDER THE FOLLOWING MOTIONS IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NO. 13**

MOTION P (2006/7):

Councillor Mughal has given notice that he will move in the following terms:

“This Council recognises the vital role played by private sector businesses towards the present and future economic well being of Haringey and its residents, and believes that more work needs to be done to make Haringey an attractive place to do business, and to foster an enterprise culture within the Council.

This Council therefore resolves to make 2007 the 'year of business' for the Council, pursuing with greater vigour the promotion of enterprise in the borough wherever possible, including through the production and promotion, through council publications, of business directories for the borough; the creation of a business services desk in the Council, with the establishment of identified business champions in appropriate council departments, and the development and promotion of a brand for Haringey as a great place to do business”.

MOTION Q (2006/07):

Councillor Whyte has given notice that she will move in the following terms:

This Council believes that the Freedom of Information Act 2000, which came into force on 1<sup>st</sup> January 2005, is a significant and most welcome piece of legislation in empowering citizens and ensuring all forms of government and public bodies are effectively scrutinised and held to account. This Council celebrates the significant benefits of this legislation to the public which far exceed its administrative costs.

This Council believes that it is vital that the Freedom of Information legislation is better publicised throughout Haringey and that every step should be taken to ensure that this Council meets all relevant requests for information within the specified time requirements set out by the legislation.

This Council also opposes current proposals to significantly change, after a very short period of time, the administration of this significant legislation, especially relating to the dangerous proposal that unrelated requests by the same individual or organisation to an authority should be aggregated and refused if the aggregated cost exceed the specified financial limits. This Council believes this proposal could severely ration use of the Act by the local media and campaigning organisations.

This Council urges Haringey's two Members of Parliament to defend the basic principles of the Freedom of Information Act 2000 and to ensure that the harmful proposals as set out in the current consultation by the Department of Constitutional Affairs are opposed.

Chief Executive  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Monday, 29 January 2007

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Councillors Adamou (Mayor), Adje, Aitken, Alexander, Amin, Baker, Basu, Beacham, Bevan, Beynon, Bloch, Bull, Butcher, Canver, Cooke, Davies, Demirci, Diakides, Dobbie, Dodds, Dogus, Edge, Egan, Engert, Gorrie, Griffith, Haley, Hare, B. Harris, Hoban, Jones, Knight, Kober, Lister, Mallett, Meehan, Mughal, Newton, Oakes, Oatway, Peacock, Portess, Rainger, Reid, Reith, Santry, Stanton, Thompson, Vanier, Weber, Whyte, Williams, Wilson and Winskill

Apologies Councillor C. Harris, Rahman Khan and Patel

Also Present: Councillor

**MINUTE  
NO.**

**SUBJECT/DECISION**

<p><b>CNCL67.</b></p>	<p><b>TO RECEIVE APOLOGIES FOR ABSENCE (AGENDA ITEM 1)</b></p> <p>Apologies for absence were received from Councillors Rahman Khan, Patel and C Harris. Apologies for lateness were received from Councillors C Baker and Hare.</p>
<p><b>CNCL68.</b></p>	<p><b>TO ASK THE MAYOR TO CONSIDER THE ADMISSION OF ANY LATE ITEMS OF BUSINESS IN ACCORDANCE WITH SECTION 100B OF THE LOCAL GOVERNMENT ACT 1972 (AGENDA ITEM 2)</b></p> <p>The Chief Executive reported that there were four late items of business (Items 8, 10, 11a, and 11c) which could not be available earlier, and which would need to be dealt with at this meeting.</p> <p>See minute numbers 74, 76, 77 for reasons for lateness and urgency.</p> <p>In respect of Item 11a, Councillor Jonathan Bloch moved that the item be deferred to another meeting date due to a lack of time to consider as a result of its lateness. This was seconded by Councillor Neil Williams and was put to the vote and declared LOST there being 28 against deferral, and 24 for it.</p>
<p><b>CNCL69.</b></p>	<p><b>DECLARATIONS OF INTEREST (AGENDA ITEM 3)</b></p> <p>Members were asked by the Mayor to declare any personal interest in respect of items on the agenda. In accordance with Part 2 of the Members Code of Conduct set out in the Council Constitution, any Member disclosing a personal interest which was also prejudicial would be asked to withdraw from the Chamber during consideration of the item and neither were they to seek to improperly influence a decision on the said item.</p> <p>Councillor Adamou declared a personal and prejudicial interest in</p>

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	<p>respect of Item 12 Motion L. Councillor Adamou advised that she would withdraw from the Council Chamber during consideration of this item.</p> <p>Councillor Haley declared a personal interest in respect of Item 11a.</p> <p>Councillor Thompson declared a personal interest in respect of Item 12 Motion L.</p> <p>Councillor Davies declared a personal and prejudicial interest in Item 12 Motion L because he worked for an organisation campaigning on transport issues and climate change.</p> <p>Councillor Ranger declared a personal and prejudicial interest in Item 12 Motion L.</p>
<p><b>CNCL70.</b></p>	<p><b>TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 13 NOVEMBER 2006 (AGENDA ITEM 4)</b></p> <p>Councillor Davies pointed out that he had declared a personal and prejudicial interest in Motion H and had withdrawn from the meeting.</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meeting of the Council held on 13 November 2006 be signed as a true record subject to Councillor Davies being shown as having declared a personal and prejudicial interest under Minute 51 and leaving the meeting prior to discussion of Motion H.</p>
<p><b>CNCL71.</b></p>	<p><b>TO RECEIVE SUCH COMMUNICATIONS AS THE MAYOR MAY LAY BEFORE THE COUNCIL (AGENDA ITEM 5)</b></p> <ol style="list-style-type: none"> <li>1. The Mayor took the opportunity to thank all those members of staff, voluntary organisations and groups who invited her to join them over the festive season. A great many people gave their time during November and December to help the elderly and disabled and to raise money for charities, including the Mayor's Special Fund – Building for Babies. The Mayor enjoyed meeting so many people over this busy period and looked forward to continuing to represent the Council throughout the Borough.</li> <li>2. On behalf of the Council, the Mayor extended her warmest congratulations to Councillor Carolyn Baker who had a baby girl on 27 November 2006. Our good wishes to Mum and baby Jenna.</li> <li>3. The Mayor congratulated the Head of Adult Learning, Libraries and Culture, Diana Edmonds, who was honoured with an MBE in the New Year's Honours List. The Mayor stated that It was very well deserved and a credit to Diana and her Team.</li> <li>4. The Mayor congratulated Councillor Brian Haley on his</li> </ol>

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	<p>appointment to the Thames Regional Advisory Committee of the Environment Agency.</p> <p>5. The Mayor wished all councillors a Happy New Year!</p>
<b>CNCL72.</b>	<p><b>TO RECEIVE THE REPORT OF THE CHIEF EXECUTIVE (AGENDA ITEM 6)</b></p> <p>There were no matters to report.</p>
<b>CNCL73.</b>	<p><b>TO RECEIVE THE REPORTS OF THE HEAD OF LEGAL SERVICES AND MONITORING OFFICER (AGENDA ITEM 7)</b></p> <p>There were no matters to report.</p>
<b>CNCL74.</b>	<p><b>TO MAKE APPOINTMENTS TO OUTSIDE BODIES (AGENDA ITEM 8)</b></p> <p>The Mayor agreed to admit the report as urgent business. The report dealt with matters considered at Party group meetings within the last few days. It was urgent in order to permit changes to be made to outside body appointments.</p> <p>Councillor Dobbie requested that Mr N Mkanji be shown as the deputy in respect of Local Authority Action for Southern Africa.</p> <p><b>RESOLVED</b></p> <p>That the appointments to outside bodies, as set out in the appendix be approved subject to the above amendment.</p>
<b>CNCL75.</b>	<p><b>TO CONSIDER REQUESTS TO RECEIVE DEPUTATIONS AND/OR PETITIONS AND, IF APPROVED, TO RECEIVE THEM (AGENDA ITEM 9)</b></p> <p>A deputation from Dan Evans of the Queens Road Neighbourhood Watch in relation to a no left turn near Bounds Green tube station was received.</p> <p>Questions were then put to Mr Evans.</p> <p>The Mayor thanked Mr Evans and the deputation for their attendance.</p>
<b>CNCL76.</b>	<p><b>TO ANSWER QUESTIONS, IF ANY, IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NOS. 9 &amp; 10 (AGENDA ITEM 10)</b></p> <p>The Mayor agreed to the admission of this report as urgent business. Under Standing Orders, notice of questions was not requested until eight clear days before the meeting, following which matters raised had to be researched and replies prepared, in order to be given at the meeting.</p> <p>There were nine oral questions and 27 written questions.</p>

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	<p>Oral questions 5 to 9 were not reached in the allotted time and written answers would therefore be supplied to these questions.</p>
<p><b>CNCL77.</b></p>	<p><b>TO RECEIVE REPORTS FROM THE FOLLOWING BODIES (AGENDA ITEM 11)</b></p> <p>The Mayor agreed to the admission of the Executive report number 11 following a vote (see minute number 68). The Executive report was not available at the time of dispatch as the matters contained in it were not considered by the Executive until 19 December 2006 and potentially subject to call-in up to Tuesday 2 January 2007.</p> <p>The Overview and Scrutiny Committee report was not available at the time of despatch on 21 December 2006 as the meeting had only recently been held. Consideration of the recommendations were urgent as they required the establishment of a joint body.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1 That reports 9, 10, and 11 of the Executive be received.</li> <li>2 That the preparation of the Joint Waste Development Plan Document be approved.</li> <li>3 That the preparation of the Central Leaside Joint Area Plan Document be approved</li> <li>4 That the Residential Involvement Agreement (Compact) be launched in March 2007.</li> <li>5 That report 3 of the General Purposes Committee be received.</li> <li>6 That the Council adopt the changes to Contract Standing Orders as set out in the appendix one of the report and that Part G.3 of the Council's Constitution be amended accordingly with effect from 5 February 2007.</li> <li>7 That the Council adopt the amendments to the Statement of Licensing Policy as set out in the appendix three of the report.</li> <li>8 That report 1 of the Overview and Scrutiny Committee be received.</li> <li>9 That a joint scrutiny committee with the London Boroughs of Barnet and Enfield and Hertfordshire County Council be set up. This joint committee would consider the forthcoming NHS consultation exercise on the Barnet, Enfield and Haringey Clinical Strategy.</li> <li>10 That Councillors Bull and Newton be appointed as Haringey's representatives, with Councillor Jones as nominated Deputy.</li> </ol>



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**CNCL78. TO CONSIDER THE FOLLOWING MOTIONS IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NO. 13 (AGENDA ITEM 12)**

The Opposition Chief Whip moved to withdraw Motion O from the Agenda and this was unanimously agreed by Council.

At this stage in proceedings, the Mayor and Councillor Rainger left the Council Chamber having declared an interest in Motion L.

The Chief Executive invited Members to elect a chair in the absence of the Mayor. Councillor Dobbie, nominated Councillor Griffith as Chair. There being no other nominations, Councillor Griffith was duly elected as Chair for this item of the agenda.

**MOTION L**

It was moved by Councillor Jones and seconded by Councillor Reith that:

“This Council notes that air travel is an exceptionally environmentally damaging form of travel, resulting in far larger quantities of carbon dioxide released into the atmosphere than alternative rapid surface travel by train or coach.

This Council notes that with 1600 more train services each year than in 1997, 1850 new railway vehicles with better access for disabled people since 2002, greatly increased speeds of travel by rail from London, a 36% increase in the amount of freight moved by rail in the United Kingdom since 1997, and the Channel Tunnel Rail Link opened on time, the current government has worked hard to improve surface transport in Great Britain and to improve our links to cities in mainland Europe.

This Council believes that it has a duty, individually and corporately, to support the UK government in reducing carbon dioxide emissions and to secure the future of the planet for future generations.

This Council therefore resolves that, in order to help meet local, national and global targets for the reduction of CO2 emissions, Council members and officers will henceforth not travel by air on Council business within mainland Great Britain, or when representing the Council in Paris or Brussels.

This Council further resolves to make greater use of communications technology, such as video conferencing, in order to reduce the need to travel. Where travel is necessary, this Council will accommodate to the needs of members and officers by ensuring that sufficient time is allowed either side of an engagement in order to travel on

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land.”

An amendment to the Motion was moved by Councillor Butcher and seconded by Councillor Newton:

Delete all after "on time" in the fifth line of paragraph 2 and replace with

". Nevertheless, the current government has failed to curb the 120% increase in CO2 emissions from international aviation originating from the UK since 1990.

The Council notes with regret the procurement of a luxury Series 7 BMW as the official vehicle for the Mayor of Haringey. It is disappointed that the Labour administration has missed the opportunity for Haringey's first citizen to lead by example through its choice of a vehicle with high CO2 emissions instead of a greener alternative. The car's arrival, coming only weeks after the leader's signing of the Nottingham Declaration, is emblematic of the Labour administration's continued failure to provide vision and leadership to the residents of Haringey in fight against climate change."

The amendment was then put to the meeting and declared LOST. There being 24 for and 27 against.

The substantive Motion was then put to the meeting and declared CARRIED. There being 27 for and 0 against.

**MOTION M**

It was moved by Councillor Wilson and seconded by Councillor Baker that:

“This Council notes the damning Commission on Social Care Inspection (CSCI) report on the worsening performance of Adult Social Services in Haringey, which:

- Found that Haringey Social Services are only serving ‘some’ people well, and failing the majority of vulnerable adults in the Borough
- Gave Haringey 1 star – the lowest star rating awarded this year – putting the Council in the bottom 22% of English authorities.
- Found Haringey is one of just 11% of social services departments actually getting worse, dropping down from 2 to 1 stars.
- Determined that Haringey’s capacity to improve is ‘uncertain’ – the worst rating on ability to improve awarded by CSCI this year.
- Scored Haringey worse than every other London Borough except one, with 30 London Boroughs

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getting a better star rating or capacity to improve rating.

This Council regrets that rather than taking action to improve social services, the Labour Executive has instead brought forward proposals for multi-million pound cuts to social services, with plans to close day centres, cut care beds and increase charges; and believes these cuts will further damage social services' ability to help the most vulnerable elderly and disabled people, leaving many more without the access they need to essential help and support.

This Council therefore calls on the Executive to urgently take action to halt the decline in social services performance and abandon plans to cut vital services; and demands that the Executive commit to improving care services, and set a target for gaining a higher star rating in its next inspection”.

An amendment to the Motion was moved by Councillor Bob Harris and seconded by Councillor Bull:

Delete all after “This Council notes” and replace with;

“the CSCI report on the performance of Adult Social Services in Haringey, carried out in the last municipal year 2005-06, which gave it a one star rating of serving some people well with uncertain capacity to improve.

This council welcomes the Executive’s commitment to improving Adult Social Services and to gaining a higher star rating, as well as the appointment of a new Director of Adult Services with a proven track record of improving performance.

In particular it welcomes the increased emphasis on performance management and the results that are already accruing from this. It is our intention to improve services to meet the needs of individuals in an increasingly diverse and demanding society.

It further welcomes the intention of the Executive to recommend to Council that the decision be taken to invest another £2 million in adult social services this year and resolves to build this into the base budget next year so that more people can be enabled to live independent lives and the most vulnerable in our society can be better supported, such as by the building of Osbourne Grove Residential Home.”

The amendment was then put to the meeting and declared CARRIED. There being 28 for and 25 against.

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	<p>The substantive Motion was then put to the meeting and declared CARRIED. There being 28 for and 0 against.</p> <p><b>MOTION N</b></p> <p>This remaining Motion was not heard due to the lack of time</p> <p><i>The meeting finished at 10:03pm</i></p> <p><b>Councillor GINA ADAMOU</b> Mayor</p>	
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*The meeting finished at 10:03pm*

**Councillor GINA ADAMOU**  
Mayor

Date: \_\_\_\_\_

Chair:  
Councillor George Meehan

Deputy Chair:  
Councillor Lorna Reith

## INTRODUCTION

- 1.1 The Council has reserved to itself the exercise of certain functions including the approval of the budget, levying Council Tax and setting the non-domestic rate multiplier. The full list of functions of the full Council are specified in Part E.1 of the Constitution – The Full Council Article.
- 1.2 The budget process timetable provides for consideration by the Council of the Executive's budget package prior to the approval of the final budget and the Council Tax on 19 February 2007.
- 1.3 This report covers the budget package which we considered at our meeting on 23 January 2007.

## ITEM FOR DISCUSSION

### Finance

#### 2. FINANCIAL PLANNING - 2007/08 TO 2010/11

- 2.1 Following our meetings on 4 July, 31 October and 19 December 2006 we reported to the Council on the key financial planning issues facing the Council and proposed a process for the detailed consideration of our budget package. We have now considered a report which set out the medium term financial strategy for the four-year period of the current administration and which would be reviewed on an annual basis. The initial financial planning report in July identified a budget gap of £13.6m over the four year period. The business planning process this year has aimed to close this gap as well as reviewing the pre-agreed savings totalling £8.2m.
- 2.2 The report we considered on 23 January (attached at Appendix 1) proposed a budget package for the period 2007/08 to 2010/11 which was in 12 sections:
  - government support
  - changes and variations
  - strategic approach
  - consultation
  - savings options
  - investment options
  - the children's service budget within the dedicated schools grant
  - the Housing Revenue Account budget
  - the capital programme
  - the treasury management strategy
  - council tax
  - key risk factors.

The report was supported by various appendices as follows:

- appendix A set out the gross budget trail
- appendix B tracked the resource shortfall over the planning period
- appendix C was the budget report of Overview and Scrutiny Committee and the Executive response
- appendix D set out proposed investments
- appendix E set out proposed efficiency savings
- appendix F was the proposed budget for children's services within the dedicated schools grant (DSG)
- appendix G was the Housing Revenue Account budget
- appendices H, I and J related to the capital programme
- appendix K was the treasury management statement.

- 2.2 We noted that it was expected that the Council Tax increase for 2007/08 would be 3.0% and that the report proposed a budget for the schools element of children's services within the ring-fenced dedicated schools grant (DSG) with the remainder of children's services included in the Council's mainstream budget plans. The report also proposed a balanced budget for the HRA based on an average rent increase of 5.0% and a capital programme based on the existing policy framework for capital expenditure.
- 2.3 We report that we adopted the recommendations contained in the report which, in accordance with the agreed budget timetable, we refer to the Council for discussion in so doing noting that the final decision on the budget and Council Tax for 2006/7 would be made at the meeting on 19 February 2007. We also agreed that, with regard to the efficiencies proposed as a result of the merger of the Winkfield Road and the Haven Road centres, officers carry out an early review of day care provision to determine whether the buildings were the most appropriate way of delivering these services. We also noted that with regard to implementing charging policy the charges for those social services which were to be increased over time would be phased over a period of up to 3 years.

Report title: **Financial Planning 2007/08 to 2010/11**

Report of: **The Acting Director of Finance**

Ward(s) affected: **All**

Report for: **Key Decision**

### **1. Purpose**

- 1.1 To consider the Executive's proposed budget package for 2007/08 and later years.

### **2. Introduction by Executive Member**

- 2.1 This report details the process we have undergone and we are now able to recommend the attached budget plans to the Executive. It shows that although we have an overall balanced position for 2007/8, over the following 3 years, we will still need to identify nearly £5m of further savings.
- 2.2 This is in the light of the extremely tight financial settlement which we have received from the government this year, which has necessitated some tough decisions to deliver the savings necessary to continue to protect front-line services at the same time as keeping Haringey's share of the council tax increase to no more than 3%.

### **3. Recommendations**

- 3.1 To agree the changes and variations set out at paragraph 9 and appendix B.
- 3.2 To note the outcome of the consultation processes set out at paragraph 11.
- 3.3 To agree the new savings and investment proposals set out in paragraphs 12 and 13 and appendices D and E.
- 3.4 To agree the proposals for the children's services (DSG) budget set out in appendix F.

- 3.5 To agree the proposals for the HRA budget set out in appendix G.
- 3.6 To agree the proposals for the capital programme set out in appendices H and J.
- 3.7 To agree the treasury management strategy and policy and prudential limits set out in appendix K.
- 3.8 To agree the proposed general fund budget requirement of £384.602m, subject to the final settlement and the decisions of precepting and levying authorities, and the consequences for council tax levels
- 3.9 To note that the final decision on budget and council tax for 2007/08 will be made at the Council meeting on 19 February.

Report authorised by: **Gerald Almeroth, Acting Director of Finance**

Contact officer: **Gerald Almeroth, Acting Director of Finance, 020 8489 3823**

#### **4. Executive Summary**

- 4.1 The report sets out the Executive's budget package for recommendation to Council. It is expected that the council tax increase for 2007/08 will be 3.0%.
- 4.2 The report proposes a budget for the schools element of children's services within the ring-fenced dedicated schools grant (DSG) with the remainder of children's services included in the Council's mainstream budget plans.
- 4.3 The report proposes a balanced budget for the HRA based on an average rent increase of 5.0%.
- 4.4 The report proposes a capital programme based on the existing policy framework for capital expenditure.

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

- 5.1 The budget is designed to deliver the Council's existing policy framework.



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

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

- Report of Acting Director of Finance to Executive on 19 December 2006
- The draft local government finance settlement 2007/08 issued 28 November 2006
- Report of Acting Director of Finance to Executive on 31 October 2006
- Report of Acting Director of Finance to Executive on 4 July 2006

## **7 Background**

7.1 My reports to the Executive on 4 July, 31 October and 19 December 2006 set out the key financial planning issues facing the Council and proposed a process for the detailed consideration of the Executive's budget package. This report sets out the medium term financial strategy for the four-year period of the current administration and this will be reviewed on an annual basis. The initial financial planning report in July identified a budget gap of £13.6m over the four year period. The business planning process this year has aimed to close this gap as well as reviewing the pre-agreed savings totalling £8.2m.

7.2 This report proposes a budget package for the period 2007/08 to 2010/11 and is in 12 sections:

- government support
- changes and variations
- strategic approach
- consultation
- savings options
- investment options
- the children's service budget within the dedicated schools grant
- the Housing Revenue Account budget
- the capital programme
- the treasury management strategy
- council tax
- key risk factors.

7.3 The report is supported by various appendices as follows:

- appendix A sets out the gross budget trail
- appendix B tracks the resource shortfall over the planning period
- appendix C is the budget report of Overview and Scrutiny Committee and the Executive response
- appendix D sets out proposed investments
- appendix E sets out proposed efficiency savings

- appendix F is the proposed budget for children's services within the dedicated schools grant (DSG)
- appendix G is the Housing Revenue Account budget
- appendices H, I and J relate to the capital programme
- appendix K is the treasury management statement.

7.4 The Council will consider the budget package and the limits under the prudential code on 5 February and the final council tax (including the GLA precept) and the policy and decision on reserves on 19 February.

## 8 Government support

8.1 Members will recall that there were major changes to grant distribution in 2003/04 when Standard Spending Assessments (SSA) was replaced by Formula Spending Shares (FSS). Those changes removed £18m from the Council's base allocation and meant that we received the floor (or lowest possible) grant increase for 2003/04, 2004/05 and 2005/06.

8.2 There were a number of significant changes in the local authority settlement last year, which provided a two year settlement position for 2006/07 and 2007/08. There were also a number of significant changes in the formula. This followed a consultation on the formula grant review in 2005. The key changes are as follows:

- the transfer of schools' resources from formula spending shares (FSS) to a ring-fenced dedicated schools grant (DSG);
- an alternative grant system based on separate blocks for relative needs, resources, a 'basic amount', and damping, replacing the previous formula spending shares by service (FSS);
- three-year settlements for individual local authorities based on frozen or projected data and linked to government spending review periods (therefore for two years in respect of 2006/07 and 2007/08, following three years to be announced after the Comprehensive Spending Review in 2007);
- use of projected population and tax base information, and;
- reduced weighting for deprivation in the formula for Children's Services and Younger Adults Social Services resulting in a significant shift of resources away from Haringey and London generally.

8.3 The **draft grant settlement for 2007/08** is broadly as announced last year. The national total increase in government grant support is 3.8% in 2007/8 excluding DSG. Grant floors are retained to guarantee a minimum increase in government support for each authority and this is paid for by scaling back increases from all authorities above that level. The floor increases for authorities with education and social services responsibilities is 2.7% in 2007/8.

- 8.4 Haringey is on the floor for 2007/8 for the fifth consecutive year. Two thirds of authorities in London are on the floor in 2007/08 and there is an average grant increase in the capital of 3.4%. The grant in the formula will increase by £3.484m (2.7%) on the adjusted base; however the actual cash increase will only be £2.284m (1.8%). As previously reported this adjustment to the base has been challenged. The underlying damping position after taking into account the separate floors for Children's Social Care and Younger Adults is that the formula suggests resources of £6.247m less than the actual grant received. This is an improvement of £0.487m on 2006/07. This represents an underlying 2.1% reduction against the adjusted 2006/07 base compared to the 2.7% floor increase actually received.
- 8.5 The **DSG** is in respect of the money that goes directly to fund schools and the pupil led services within the LEA. Haringey has received an increase of 6.9% per pupil for in 2007/08, which is above the national average increase of 6.7%. The final cash sum available will depend on the number of pupils as recorded in the January 2007 count. This is estimated by the DfES to rise by 1.7% which would result in an overall cash rise of 8.6%. The higher level of resources available are designed to fund the minimum funding guarantee for all schools of 3.7% as well as additional initiatives such as personalised learning. The implications for children's services budgets are explored later in the report.
- 8.6 Under the Council's policy on capital expenditure, increases in grant in relation to **capital financing** are earmarked to fund the revenue consequences of supported borrowing. The estimated increase in this part of the formula is £0.8m and this will be required to fund the increased costs of borrowing. However, due to the way the grant floors operate, the Council will not receive any actual additional cash grant to support this cost. The significant majority of the approvals relate to the capital programme in the Children's Service for schools.
- 8.7 Following the draft settlement, and taking account of the capital financing issue raised above, the key changes compared to previous assumptions are:
- a reduction in the general fund position of £0.1m next year, and;
  - an increase in dedicated schools grant of £0.7m next year.
- 8.8 The draft settlement reflects function changes in respect of social services specific grant (preserved rights). There is also a new specific grant of £178k in respect of enforcement of smoking bans, which members can consider proposals for at a later date. The final settlement is expected in late January.

## 9 Changes and variations

- 9.1 The 2006/07 budget was set as part of a process, which covered the previous four year planning cycle. A number of budget changes and variations were recognised in the 2006/07 process. During this year financial planning reports to the Executive in respect of 2007/08 onwards have agreed further changes and variations.

9.2 The changes and variations already agreed by the Executive are as follows:

- the triennial valuation of the **pension fund** was received in 2004. The funding level had fallen from 88% to 69%, the main reason being that investment returns have been less than anticipated at the last valuation. This, of course, reflects the fall in stock markets which took place during the period. It was recommended that the total employer's contribution rate would increase on a phased basis from 18% in 2004/05 (including the current funding levy for early retirement) to 22.9%. This required additional funding of £1.6m in each of the three years up to 2007/08. We have assumed a continuation of this for 2008/09 with further increases of 1%, which will be reviewed on completion of the next triennial valuation due this year;
- **waste** disposal budgets were adjusted to reflect an anticipated increase in the waste disposal levy and the estimated impact of moving to using actual tonnage as a basis for charging phased in over three years from 2006/07. The preparation for the implementation of the NLWA waste strategy will result in further additional costs and provisional sums are included in future years;
- pay budgets were adjusted to reflect the three-year **pay deal** agreed for non-teaching staff up to 2006/07 and an assumption of 3% was made for later years. The government has signalled their intention to work towards settling pay deals at the target inflation level of 2%. A prudent assumption of 2.5% has been allowed in the budget plans going forward. Work is progressing on the local negotiations for '**single status**' pay arrangements review (incorporating former manual staff) by April 2007 and a base budget contingency sum was provided; there may be significant costs arising from backdated payments and these will need to be contained within either unsupported capitalisation (subject to government approval) and the subsequent additional revenue costs and or the risk reserve;
- the annual deficit provision for **Alexandra Palace** will be reduced as the Trust finalises a long-term arrangement with Firoka. In addition the historic overspend will have been fully provided for after 2008/09 thereby releasing almost £7m to support mainstream services;
- subsidy arrangements in respect of temporary accommodation for the **homelessness** are likely to change with the government stating their intention to introduce a reduction of 5% in 2007/08 with further more significant cuts from 2008/09 onwards. The budget variations agreed provide for the implementation of a strategy to reduce the overall numbers in temporary accommodation in line with government targets and includes additional resources for incentives for landlords to move to assured short-hold tenancies as well as an expanded preventions and options service;
- there are significant costs in respect of **asylum-seekers** not covered by grant, in particular for unaccompanied asylum seeking children that are 18 years of age or over and are still in the education system. Despite some

lobbying from key authorities this year there appears to be no additional resources forthcoming and therefore a further £2m has been added to the £0.5m included in last years process, and;

- the additional cost of **energy price** increases above inflation is also included, although still an increase, the improved rates secured through new procurement arrangements are significantly less than the position reflected by the national price indices.

9.3 The additional changes and variations reported now are as follows:

- recognition of the additional base cost pressures of £2m in respect of **Social Services** as reported in budget management during this financial year;
- estimated future year increases in the costs of **concessionary fares** above inflation as reported to the GLA Transport Committee on 8 December;
- additional **PFI contract** costs of £90k arising from the approval of the outline business case for BSF;
- recent changes to the latest financial projection for the **waste disposal** levy as proposed by the NLWA including a reduction against previous increases for 2007/08 and allowing a base budget saving of £0.5m now included;
- the use of one-off LPSA **grant** in 2007/08.

These changes and variations are summarised at appendices A and B.

## 10 Strategic approach

10.1 The key drivers for the strategic context in business planning process have been derived from the current Community Strategy, the majority party Manifesto and the previously approved Council priorities as follows:

- Better Haringey;
- Achieving excellent services;
- Raising educational achievement;
- Building stronger and safer communities; and,
- Putting people first.

10.2 It is recognised that the current Community Strategy lasts until 2007 and therefore is undergoing a review. There is a clear link between the key emerging priorities and the existing priorities, which means that the planning process is not undermined. The final Community Strategy and Council Plan (which will contain the Council's activities required to deliver its part of the Community Strategy and its own priorities) are due to be agreed in March 2007 and this will allow time for review before individual business plans are published.

10.3 There will be other national issues that may affect the planning process in 2007, including the publication of the Lyons report and the Comprehensive

Spending Review in July 2007. The Council will need to have regard to these issues as part of a wider review of its strategic approach.

## **11 Consultation**

11.1 Consultation on budget options is as follows:

- consideration of financial strategy and the pre-business plan reviews (PBPRs) by the Overview and Scrutiny Committee;
- a discussion of the Council's medium term financial plans at the Haringey Strategic Partnership;
- consideration of Children's Service budget issues by schools;
- consultation with tenants and leaseholders on rent and service charge increases;
- a presentation of the Council's strategic plans at an event for local businesses;
- trade union representatives; and,
- other stakeholders.

### 11.2 Scrutiny

11.2.1 The Overview and Scrutiny Committee have met a number of times during November and December to consider the Council's financial strategy and the PBPRs for each of the business units. The conclusion of the process discussed at Overview and Scrutiny Committee on 18 December and finalised on 10 January is captured in the final report attached at appendix C2.

11.2.2 The Executive has given careful consideration to the specific budget issues that have been raised as part of the process and the responses are set out in appendix C1. The Executive concur with many of the recommendations made by Overview and Scrutiny Committee and therefore this is subsequently reflected in the budget proposals attached or there is a commitment to take further action in the future.

### 11.3 Haringey Strategic Partnership

11.3.1 It is proposed that the Council will report to the Haringey Strategic Partnership (HSP) in the spring of this year to discuss the Council's medium term financial strategy in the context of the wider review of the funding, commitments and targets included in the Local Area Agreement.

### 11.4 Schools

11.4.1 Budget planning issues were discussed at head teacher meetings and at the Schools Forum during the autumn term and more recently in detail at the forum meeting on 22 December 2006.

11.4.2 Further details on schools funding are set out later in this report.

11.5 Tenants and leaseholders

11.5.1 A meeting of the Residents Finance Panel discussed the budget proposals in detail. Tenant and leaseholder representatives are members of the group.

11.5.2 The rent increase is driven by the government's rent restructuring guidance. Consultation was through the Residents Finance Panel, Residents Associations, and participants in the Residents Consultative Forum. Other tenants were also be made aware of the consultation and are able to respond. The consultation period closed on 12 January. The general feedback from tenants' responses is that the rent increase should be structured so that a maximum increase of about £3.60 is applied in order to ensure that increases are as affordable as possible for all tenants.

11.5.3 For leaseholders, the proposals on the HRA reflect the recovery of leasehold management and overhead costs as previously consulted upon and approved.

11.6 Business event

11.6.1 A business event is being held on 30 January 2007 at which a presentation will be given on the Council's financial strategy and the increase in business rates by the government.

11.7 Trade unions

11.7.1 Meetings at the end of November and the middle of January have been held with representatives of the trade unions to discuss the financial strategy and the pre-business plan reviews. The key views expressed are set out in the following paragraphs.

11.7.2 We recognise that this is a time of financial restraint for Local Authorities in common with the rest of the public sector. There is more than one way in which Authorities can respond to such restraint and we have a clear view on how we would wish to see Haringey respond. We are opposed to the quick and easy options such as cuts in staff and services or offloading the problem by outsourcing to the private sector. In our view, the best approach is to look at what genuinely facilitates service delivery and what obstructs it and to move towards more efficient and productive ways of working. This delivers value for money as something tangible rather than as the abstract concept that it too often remains. In establishing what enhances performance and what impedes it, the views of those responsible for delivering the service need to be taken into account more than they have been. Someone who is responsible for performing a particular task will have a better notion of what does and does not work than someone several steps up the hierarchy who is primarily planning and managing processes. The effective working of a large organisation such as Haringey Council requires input from both the wide ranging strategic perspective and the hands-on practical perspective, as well as from intermediate levels. These perspectives need to be balanced and we feel that an imbalance has arisen in favour of those from the higher levels of the structure. The problem with this kind of imbalance is that it results in decision making that is inadequately informed by an understanding of the practical

consequences of what is decided. There is a further advantage to giving due weight to the views of staff. When people feel that they have been heard and taken seriously, they perceive themselves as part of the organisation and can better identify with its aims and achievements.

11.7.3 The intention should be to find ways in which staff can work more productively and with greater job satisfaction. Simply cutting jobs or expecting people to invest ever-increasing levels of effort in inefficient work methods will simply not deliver what the Council wants and needs and will degrade the quality of life of its employees thus increasing problems of staff retention.

11.7.4 In examining the details of the Pre Business Plan reviews we were concerned to note the seriousness of the financial problems in Social Services, especially in Adult Services and Older People's Services. We were pleased to hear, in the second consultation meeting, that the Council has agreed to put £2m into the base budget for Social Services and would urge that every effort should be made to prevent a recurrence of problems on this scale.

## 11.8 Other stakeholders

11.8.1 Views of other stakeholders have been sought and received as part of the budget process including specifically with partners such as the Primary Care Trust, the Mental Health Trust and voluntary organisations.

## 12 **Savings options**

12.1 Proposed savings totalling £8.2m over the planning period were agreed as part of the 2006/07 budget process. These savings have been reviewed through the PBPR process against the notional savings targets set and either confirmed as sound and achievable or have been deemed as not achievable and are replaced with new items. Some savings proposals have been re-phased including customer services and corporate procurement (£0.5m moved to 2008/09), which reflect a more realistic delivery profile.

12.2 Through the PBPR process new savings options have also been identified and these are included at appendix D alongside the re-stated and re-profiled existing proposals. In total the appendix sets out those savings in respect of the general fund, which are recommended by the Executive for agreement, totalling £19.3 over the next four years.

12.3 Members are aware of the government's plans to generate efficiency savings as set out in the Gershon review. The £6.45bn target for local government to 2007/08 is equivalent to 2.5% per annum against the 2004/5 base. It was recommended that at least 1.25% is to be 'cashable' and is to be retained (i.e. releasing funds to spend elsewhere or to keep the council tax down). Each local authority has to report progress to the government in Annual Efficiency Statements (AES). Currently Haringey is progressing well against the target. The savings included in the AES can only relate to those delivered through efficiency as defined in the government's criteria and will therefore not include all budget savings that the Council will deliver in its financial planning.



- 12.4 The government's pre-budget report in December 2006 has set more stretching targets for the future and these will be confirmed in the CSR 2007. A target of 3% has been stated, all of which should be cashable. It is possible that this will feature in the calculation of future available resources.
- 12.5 The Council's ability to deliver budget savings is confirmed as a key aspect of the response to the strategic agenda. The plans set out in this report include significant identified savings which can be summarised as follows:

Budget	2007/08		2008/09		2009/10		2010/11	
	£m	%	£m	%	£m	%	£m	%
General fund	7.879	4.0%	6.837	3.5%	1.847	0.9%	2.745	1.4%
DSG	1.050	5.6%	0.800	4.2%	0.477	2.5%	0.457	2.4%
HRA	2.667	2.6%	1.550	1.5%	0	0%	0	0%
<b>Total</b>	<b>11.596</b>	<b>3.4%</b>	<b>9.187</b>	<b>2.7%</b>	<b>2.324</b>	<b>0.7%</b>	<b>3.202</b>	<b>0.9%</b>

- 12.6 The staffing implications of the savings proposals include the deletion of a number of posts. All efforts will be made to minimise the impact on permanent staff. The Council has well established processes for managing workforce reductions and these will apply. Redeployment, retraining, and the review of vacancies/temporary employment will assist to minimise the impact of reductions in the staffing establishment. The Council's trade unions have been consulted during the budget making process and will be closely involved in the actions described here.

### 13 Investment options

- 13.1 The PBPR process has identified new investment opportunities which align with the Council's strategic agenda. These are set out in appendix E, together with those recommended by the Executive for acceptance totalling £1.9m in the general fund revenue budget. This is in addition to the £2m growth on the homelessness service. The Council's priorities provide the rationale for the allocation of investment resources as set out in the appendix. The key areas for investment are as follows:

- recycling;
- street cleansing;
- enforcement;
- youth service;
- leisure and recreation;
- homelessness prevention and reduction, and;
- management of community buildings.

#### 14 Children's services budget - dedicated schools grant (DSG)

- 14.1 Attached at appendix F is the position for the DSG funded budget. The DSG covers all delegated schools expenditure, known as the Individual Schools Budget (ISB), plus any pupil led expenditure incurred by the local authority. Haringey received an increase of 6.8% per pupil in 2006/07 with a further increase of 6.9% per pupil guaranteed for 2007/08. The minimum funding guarantee for schools (MFG) is still in operation and for 2007/08 it is 3.7% for all types of school. There are also additional earmarked resources again of £2.63m for initiatives such as personalised learning.
- 14.2 The total cash sum available will not be finally known until June 2007 when the official January counts at all of the schools have been checked by the DfES; however, the LA will ensure that resource predictions are based on the most up to date information. Schools will still be able to set a budget in early February 2007 which will be based upon their guaranteed unit of resource applied to their January pupil number count.
- 14.3 The overall four year position in respect of the DSG is set out in appendix F and summarised for 2007/08 in the table below:

<b>2007/08 – Estimated increase in DSG</b>	<b>DSG – ISB £m</b>	<b>DSG - Non ISB £m</b>	<b>Total DSG £m</b>
Estimated grant increase	10.871	1.549	12.420
Transfer of resources	-0.148	0.148	0
<b>Total</b>	<b>10.723</b>	<b>1.697</b>	<b>12.420</b>
PBPR estimated net budget growth	10.723	1.697	12.420
Headroom	0	0	0
<b>Total</b>	<b>10.723</b>	<b>1.697</b>	<b>12.420</b>

- 14.4 The total DSG position is balanced and this follows the statutory consultation with Haringey's Schools Forum. The Forum is strongly in favour of holding a contingency centrally to fund the impending settlement of the equal pay claim (single status) which is significant. The current initial estimate of the direct impact of backdating of the equal pay implementation is estimated at £1.5m and this sum has now been earmarked for central retention from the additional DSG resources made available to the Council in 2007/08. The final cost will not be known until negotiations have been concluded so there is a risk that the figure could be significantly higher. Any additional costs above those estimated above, including any indirect impact, will need to be met by the individual schools concerned from their delegated budgets.

- 14.5 The final position also includes part funding the additional costs to schools of the PFI contract from the recent benchmarking exercise, the running costs of funding the new autism provision at Campsbourne School and a provision set aside to support the transition costs around the opening of the new Sixth Form Centre.
- 14.6 The 'transfer of resources' of £0.148m shown in the table above will represent the direction of travel of the service whereby more funding (and costs) held at the centre will be released to schools. In 2007/08, however, due to the Single Status issue, resources will transfer to the centre. The trend is reversed in future years as the service becomes more of a commissioner of services rather than a provider.
- 14.7 The use of 'Headroom' (residual funding available following allocation of DSG to priorities) was also discussed with the Schools Forum, however given the equal pay issue, there is no headroom available to allocate in 2007/08.

## **15 Housing revenue account**

- 15.1 The housing revenue account (HRA) subsidy determination has been received and the Council is consulting on a 5.0% average rent increase. The actual rent increase for each property is determined by the application of the government's rent restructuring formula. In 2007/08 this would have led to an average 6.2% increase, however, average increases are capped by the government at 5.0% and the rent consultation is specifically around how that increase is applied.
- 15.2 Tenants service charges will increase by 2.9% in line with the prevailing rate of inflation, except for gas (16.46%) and electricity (14.8%) where larger increases are required to cover higher market prices.
- 15.3 In financial strategy terms, the key issues for the HRA are:
- managing the increase in repairs costs, particularly in gas maintenance (mitigated in later years by increased planned maintenance);
  - dealing with continued real terms reductions in subsidy levels and the impact of rent restructuring;
  - delivery of savings from the value for money reviews conducted by Homes for Haringey;
  - delivery of further efficiency savings including as a result of the repairs procurement process, from 2008/09 onwards, and;
  - ensuring that improved performance initiatives are adequately resourced and managed in order to achieve the necessary two stars.
- 15.4 The subsidy position continues to worsen on an annual basis. The final subsidy determination for 2007/08 shows a national increase of 3.96%, but only an increase of 1.34% for Haringey. Financial planning assumptions had assumed an increase near inflation so there is a shortfall against our plans. This is partially offset by a reduced number of right to buy sales and therefore increased rent income.

- 15.5 The current approved HRA budget position in 2006/07 is set out in the table below, together with the proposed changes to give an overall position for the HRA. This table is shown in more detail in appendix G.

<b>£000</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Opening balance	(3,878)	(3,432)	(4,527)	(5,013)	(5,025)
In year budget	445	(1,095)	(487)	(12)	740
Proposed closing balance	(3,432)	(4,527)	(5,013)	(5,025)	(4,285)

- 15.6 The target level of balances for the HRA is £5m and this is broadly achieved over the planning period. The future years also contain challenging efficiency savings in particular in the housing repairs service and against corporate overheads and includes an estimate of any other inter fund issues. A significant proportion of this has been re-phased to 2008/09. A further £0.5m of savings yet to be identified is included in 2008/09. The impact of potential claims for equal pay is not fully estimated yet and therefore are not included in the projections at this stage.

## **16 Capital programme**

- 16.1 A capital programme has been developed, driven by the Council's agreed policy framework for capital expenditure, the approved capital strategy and underpinned by asset management plans across the Council. The overall proposed programme is attached at appendix J.
- 16.2 The existing resource allocation strategy adopted by the Executive on 21 October 2003 uses the Community Strategy and Council's Corporate Plan as its framework for determining priorities and is delivered through the Council's business planning process. This is attached at appendix I.
- 16.3 The main resources for capital expenditure are provided through borrowing approvals i.e. supported capital expenditure (revenue) or SCE (R) and through grant, mainly supported capital expenditure (capital) or SCE (C). Both forms of funding can be ring-fenced by the government. Corporate resources comprise non-housing and education borrowing limits, non-ring-fenced grant and all capital receipts. The estimated resources available for capital investment are set out in the table below over the next four years. The estimates for the investment for decent homes and BSF are shown separately.

Original Budget	2007/08	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000	£000
		*	*	*	
<b>Supported (Earmarked) Expenditure</b>					
<b>Homes for Haringey (HRA)</b>					
SCE® Single Capital Pot	6,233	6,233	6,233	6,233	<b>24,932</b>
SCE® Separate Programme Element	0	43,056	58,737	55,951	<b>157,744</b>
Major Repairs Allowance (MRA)	11,991	12,133	12,366	12,644	<b>49,134</b>
	<b>18,224</b>	<b>61,422</b>	<b>77,336</b>	<b>74,828</b>	<b>231,810</b>
<b>Children &amp; Young People's Services</b>					
BSF (SCE®, SCE® & other finance)	36,712	55,271	49,760	26,539	<b>168,282</b>
Targeted Capital Fund	125	70	4,300		<b>4,495</b>
Other SCE® (excluding BSF & TCF)	7,820	4,111	5,000	5,000	<b>21,931</b>
Other SCE® (excluding BSF & TCF)	7,958	2,808	0	0	<b>10,766</b>
Other Grants & Contributions	144	0	0	0	<b>144</b>
	<b>52,759</b>	<b>62,260</b>	<b>59,060</b>	<b>31,539</b>	<b>205,618</b>
<b>Environment</b>					
Tfl Grant (Local Improvement Plan)	<b>4,215</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>22,215</b>
<b>Corporate Resources</b>					
SCE® (corporate applied)	191	191	191	191	<b>764</b>
Capital Receipts (corporate applied)	8,216	8,432	5,499	3,981	<b>26,128</b>
Local Public Sector Agreement (LPSA) Reward Grant (applied)	1,506	0	0	0	<b>1,506</b>
	<b>9,913</b>	<b>8,623</b>	<b>5,690</b>	<b>4,172</b>	<b>28,398</b>
<b>Other Grants &amp; Contributions</b>	<b>12,381</b>	<b>3,548</b>	<b>1,421</b>	<b>822</b>	<b>18,172</b>
<b>Prudential Borrowing</b>	<b>592</b>	<b>0</b>	<b>0</b>	<b>392</b>	<b>984</b>
<b>Total Capital Programme</b>	<b>98,084</b>	<b>141,853</b>	<b>149,507</b>	<b>117,753</b>	<b>507,197</b>

*\*figures for 2008/09 onwards are estimates – these are subject to announcements in 2007 including the CSR in July.*

*Resources figures in above table are shown as applied.*

16.4 It should be noted that under the previous FSS formula grant system the translation of SCE (R) into a revenue stream in the FSS and then grant does not reflect the actual **cost of borrowing**. This is partly because a notional rate of interest of 5.9% is used compared to the actual average Haringey rate of 7.24% and the figures are also scaled down to the national total resources available. Under the new formula grant system, the capital financing element is included in the Council's relative needs factor and there is now less certainty about that amount of grant that finally finds its way through to the Council. This is particularly true for authorities on the grant floor in that the revenue grant support for capital borrowing will be added to the formula but will not result in any actual additional cash being received by the Council. As the table above shows for Haringey this is largely in respect of spending within the Children's Services and the capital programme for schools. The revenue cost of this, borne by the council tax in 2007/08 is approximately £0.8m.

- 16.5 The strategic context for **housing** is the investment gap to deliver decent homes by 2010. The Council has now successfully set up the Homes for Haringey ALMO and has submitted a bid for investment funding for £231m. The estimated resources for the ALMO are shown separately in the above table. Confirmation of the actual resources and phasing should be known early this year and the release of this will be subject to the Council achieving two stars in the inspection in May 2007.
- 16.6 For **children's services**, the key strategic issues are in respect of the Building Schools for Future (BSF) programme (including the new 6<sup>th</sup> form centre) and the primary places expansion. A total of £194m is planned to be spent on BSF (made up of £179m of central government resources, £10m from the Learning Skills Council contributing towards the cost of the new 6<sup>th</sup> form centre, a specific capital receipt and revenue contributions from the DSG). Only the profiling in respect of the 6<sup>th</sup> form centre is agreed so far, but indicative figures in total have been included in the programme.
- 16.7 The Department for Education and Skills has advised that the funding arrangements for 2008/09 and beyond will not be known until after the Comprehensive Spending Review in 2007. However, the government has announced that capital investment in schools will increase. Formulaic funding is based on pupil number projections, which remain high. Similar projections in recent years have resulted in over £7m per year for basic need formulaic funding, plus funding for modernisation and access. A prudent estimate of future funding allocations of £5m has been included within the programme which will be updated when actual allocations are known.
- 16.8 A small amount of prudential borrowing (£150k) is included in respect of autism provision at Campsbourne School, which will result in revenue savings over and above financing the revenue cost of the capital. This has been agreed by the Schools Forum and will be charged to the DSG.
- 16.9 There are three major projects already approved that form the primary expansion programme and are included in the capital programme. In two of those schemes there are significant cost variations from the approved budget as follows:

<b>Project</b>	<b>Budget (April 2005 Executive)</b>	<b>Budget Revisions (January 2006)</b>	<b>Revised Budget</b>	<b>Forecast Total Spend</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Coldfall	3.75	0.80	4.55	5.50	0.95
Coleridge	5.50	0	5.50	6.50	1.00
Tetherdown	5.50	0.40	5.90	5.80	-0.10

#### Coldfall

The project is now completed, but the final account is still under discussion between council officers, our cost consultants and the main contractor. There are also unresolved concerns about fees charged by the design team. Additional costs and fees have been incurred due to additional works, compliance with planning conditions and an outstanding classroom fit-out. The forecast total spend is a worse-case estimate. The additional overspend will be met through re-phasing of the formulaic funding in future years and has the effect of reducing the amount available for other projects.

#### Tetherdown

Phase 1 (new build) is progressing to the revised timetable. Phase 2 (refurbishment and adaptation of current accommodation) is pre-tender and current forecasts suggest this project will come in within budget.

#### Coleridge

Invitations to tender were scheduled for the first stage of a two stage procurement process on 12 January 2007 from five contractors from the Council's framework agreement. Return of the tenders is due on 2 February 2007. These will provide overheads and profits percentages based upon a cost model prepared by the consultant quantity surveyor.

Following evaluation of tenders and subject to planning approval, a single construction partner will be recommended to procurement committee. With this partner the second stage of the tendering process will be progressed. This will include the contractor inviting sub contract tenders for all pre agreed packages of works. The sub contract tender returns will be evaluated and measured against the cost model leading to commercial certainty, and the agreement of a lump sum contract with the main contractor in June 2007.

The increased estimate shown is a prudent assumption given the need to comply with planning conditions and the likely need for additional works on the TUC site.

#### Programme contingency

The programme from 2008/09 onwards now includes a programme contingency, in recognition of the inherent unpredictability of construction costs, given the impact of the Olympics and the Mayor's housing targets. Arrangements for 'gate-keeping' this contingency will be developed.

- 16.10 Detailed consideration has been given to how the variances shown in the table above should be managed. The proposed plans show reductions in the general schools modernisation and maintenance programmes, which may cause some difficulties. This can be reviewed later in 2007 if the announcement of future year's funding is above current assumptions.
- 16.11 The requirements for **streetscene** were set out in the Local Implementation Plan (previously known as the borough spending plan), which was agreed by the Executive on 4 July 2006 as a draft (final version delegated to the Lead Member for Environment and Interim Director of Environment) and submitted to the Mayor as a bidding document. A letter from Transport for London (TfL)

on 19 December confirmed the grant approval of £4.184m compared to the total bid in 2007/08 of £6m. The grant approval is an increase of £776k (22.7%) on 2006/07; the overall increase in London was only 0.6%. The additional sums are mainly in respect of schemes for walking and cycling.

16.12 The utilisation of **corporate resources** for capital investment has been considered through the pre-business plan reviews. The process for considering bids for corporate resources include how investments support the community strategy priorities and the asset management plan. The proposed schemes, attached in detail at appendix H will give an overall utilisation of corporate resources as follows:

£000	2007/08	2008/09	2009/10	2010/11	Total
Resources available	(9,828)	(8,191)	(7,691)	(2,691)	(28,401)
Proposed programme	9,913	8,623	5,690	4,172	28,398
Shortfall / (surplus)	85	432	(2,001)	1,481	(3)

16.13 The assumption on income from capital receipts includes £10m over 2008/09 and 2009/10 in respect of disposals of strategic sites. This is most likely to be delivered through the Hornsey Depot site. The shortfalls within the first two years can be managed through the financing reserve.

16.14 Key elements of the proposed programme for investment are as follows:

- expansion of the recycling service;
- continuation of street lighting and highways improvements;
- improvement of our parks and opens spaces, including additional tree planting;
- investment in our property assets, and;
- continued investment in our IT systems.

16.15 It should be noted that some significant exclusions or reductions due to lack of resources are as follows:

- replacement of central telephone and switchboard systems – further work will need to be done to see how investment could be self-financing through revenue savings;
- corporate IT capital programme – the latter two years resources reduce significantly and this may impact on the Council's ability to effectively upgrade or replace key systems, and;
- Ward's Corner regeneration scheme – as a straight request for corporate resources this scheme is too expensive for the programme, further work is being done on options to progress this with a lower overall Council contribution.

16.16 There is a small amount of new unsupported borrowing in the proposed programme as set out in paragraph 16.8. The remainder relates to existing approval in relation to the investment in Leisure facilities passed the



affordability test where the cost of borrowing is being met by additional revenue income and expenditure savings.

16.17 The Local Government Act 2003 and the CIPFA Prudential Code introduced a new prudential system for local authority capital finance and came into effect on 1 April 2004. The key objectives of the code are to ensure:

- capital investment plans are affordable, prudent and sustainable;
- treasury management decisions are taken in accordance with good professional practice; and,
- fulfilment of the above objectives by setting out prudential indicators that must be set and monitored.

16.18 The prudential indicators are included for approval within the Treasury Management Statement see below and in appendix K.

## **17 Treasury management strategy**

17.1 The Council is required to consider an annual Treasury Strategy under the CIPFA Code of Practice on Treasury Management, which was adopted by the Council in May 2002.

17.2 The Local Government Act 2003 also requires the Council to have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. We have also set out our Prudential Indicators for year four of our financial planning process.

17.3 In line with the suggestion in the ODPM's investment guidance we have combined the Treasury Strategy Statement and Annual Investment Strategy into one document. This is set out in full in Appendix K and includes the proposed prudential indicators for 2007/08 to 2010/11.

17.4 The strategy is based upon the Council's Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's external treasury advisor. The strategy covers:

- treasury limits for 2007/08 to 2010/11, which will limit the treasury risk and activities of the Council;
- prudential indicators
- the current treasury position and borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- the extent of debt rescheduling opportunities;
- the investment strategy including the treasury management policy.

17.5 The proposed authorised limits for external debt in 2007/08 to 2010/11 are consistent with the authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with

its approved treasury management policy statement and practices. They are based on the estimate of the most likely forecast position, but with sufficient headroom over and above this to allow for operational cash flow management.

- 17.6 In the Council's 2007/08 to 2010/11 budget plans the capital programme is mainly based on the amount of supported borrowing and grant from central government and a projection of potential capital receipts. However there are three relatively small unsupported borrowing schemes with spend totaling £984k that will be funded within available resources and are 'spend to save' projects. Therefore there is no increase in council tax or housing rent to fund a higher level of spend above the level of resources available.
- 17.7 The capital financing requirement (CFR) is planned to increase in 2007/08 by £13.8 million as a consequence of the capital programme proposed. The new borrowing requirement for 2007/08 was borrowed in 2006/07 due to the opportunity to take up some long term borrowing at very advantageous rates as reported to Executive on 31 October 2006. The net borrowing will be funded within the resources available.
- 17.8 The CFR is planned to increase significantly from 2008/09 onwards primarily because of the anticipated additional supported investment in respect of Housing decent homes – potentially up to £158m of capital investment additional resources in housing stock from 2008/09 onwards. This will be financed by supported borrowing. The supported borrowing in revenue impact terms will be in the housing revenue account. The costs of borrowing will be met by actual government support and this will be kept under close review. The total bid for investment funding for the decent homes scheme is £231m over the duration of the whole scheme.
- 17.9 The Building Schools for the Future programme (BSF) has a total of £194m planned to be spent on BSF (made up of £179m of central government resources, £10m from the Learning Skills Council contributing towards the cost of the new 6<sup>th</sup> form centre, a specific capital receipt and revenue contributions from the DSG). It is envisaged this will be largely grant with only about £8m financed by supported borrowing.
- 17.10 Sector, our external advisers, have indicated that some debt restructuring could potentially bring about a financial benefit. There is also a possibility of rescheduling some debt, which could improve our risk profile measured over the next 50 years. These opportunities will be reviewed and form part of the strategy.
- 17.11 CIPFA issued a draft accounting standards document (SORP 2007) on 18 October 2006 which includes major potential changes in the treatment of the valuation of debt and investments, the calculation of interest and the treatment of premia and discounts arising from debt rescheduling. There will be a three month consultation period before proposals are finalised. It is also expected that these proposals, once finalised, may make necessary the issue of legislation by the Government to take effect from 1 April 2007. The authority's treasury management strategy will be reviewed once the final decisions in this

area are known to see whether any changes will be required in borrowing, investment or debt rescheduling strategies.

17.12 The annual investment policy forms part of the appendix. There are no suggested changes to the types of specified investments permitted, but a review will be carried out during the year with Sector and will be reported back for approval during the year should any changes be proposed.

**18 Council tax**

18.1 The planning assumption following the conclusion of the 2006/07 process was that the council tax would increase by 2.5% in 2007/08 and each year thereafter. The revised assumption is now an increase of 3% each year in line with the majority group Manifesto commitment. Members are aware that Ministers wish to see low council tax increases, and this was reiterated with the announcement of the draft settlement when Ministers stated that they expect to see a national average increase of less than 5%.

18.2 Ministers made use of capping powers in respect of the budget decisions of a number of authorities for 2006/07. The powers are framed in terms of both tax and budget increases and can take account of a number of years. The Executive and Council will need to be mindful of Ministers' views, and the capping powers available to them, as the budget is finalised.

18.3 I have considered the position with regard to the Council's tax base for 2007/08 and have updated the figure for the latest estimate in line with our recent return to the government. I have also decided that the collection rate remains unchanged at 96%. In respect of the position on the collection fund I consider any projected surplus or deficit at this stage is not significant enough to impact on the levels of council tax.

18.4 Appendix A to this report shows a general fund budget requirement generated by the various factors set out in this report and the executive's budget package at £384.602m. The final budget requirement is subject to:

- changes in resources arising from the finalisation of the local government finance settlement;
- the determination of funding requirements by the various precepting and levying authorities.

18.5 The council tax for 2007/08 will be set formally by Council on 19 February. Subject to the factors set out above, and the provisional plans for future years including identification of a further £5m of savings in 2008/09 onwards, the proposed increase in Haringey's council tax will be as follows:

2007/08	<b>3.0%</b>
2008/09	<b>3.0%</b>
2009/10	<b>3.0%</b>
2010/11	<b>3.0%</b>

- 18.6 The council tax would need to increase by approximately another 5% should those additional savings not be identified.
- 18.7 The Council's current plans assume that any increase in the GLA precept will be passported through to taxpayers. The Mayor is consulting on an increase of 5.3%, which would give an overall band D increase of 3.5%. The GLA base precept includes £20 at band D from 2006/07 for 10 years to contribute towards the 2012 Olympics. There is no further addition to this in 2007/08.

## 19 Key risk factors

- 19.1 The management of risk is a key part of the Council's business and budget planning processes and is fully reflected in the PBPRs. The most significant financial risk factors are as follows:

- the Council's **financial reserves** remain strong, continuing to attract a good score within the CPA process. This financial strength plays a vital part in enabling the Council to respond vigorously to the strategic and performance agendas whilst managing the financial risks inherent in the operation of a large and complex organisation. The latest budget management information indicates no significant overspending and this is to be welcomed. The cost pressures in Social Services are recognised in these budget plans, but it is essential, however, that the budget management process remains challenging and robust so that any issues which do arise can be resolved effectively. The current policy and plans allow for general reserves to be maintained at the minimum level of £10m. I will be reporting formally on the adequacy of reserves in the final tax setting report to Council;
- the position in respect of **homelessness** direct costs is set out in paragraph 9.2 of this report. The continued high number of clients and further demand within Haringey against the strategy to meet the government reduction targets, together with the uncertainty associated with the subsidy regime mean that this will remain a key risk area for the Council requiring careful monitoring. A further risk is the potential for the government to claw back subsidy from previous years subject to the justification of rent setting policies and given the considerable size of this service in Haringey this could be a significant financial impact;
- the implementation of '**single status**' pay arrangements incorporating manual staff by April 2007 is nearing conclusion and for the ongoing cost a provision in the plans has been made. The issue of backdating is less certain, but the financial sums could be considerable depending on the outcome of negotiations, as much as £15m, and any costs arising will need to be met from reserves and unsupported capitalisation if allowed. This impacts on schools, the HRA and general fund services;
- the **supporting people** programme is a key area of service delivery for the Council with grant funded expenditure of £21.8m in 2006/07. Haringey's allocation has been reduced by £1.1m (a maximum 5.0% for 2007/08).

Such reductions were not unexpected, and plans are in hand to manage the impact on the level of services which can be commissioned;

- uncertainty still remains in respect of funding arrangements for **asylum seekers**. Despite recent announcements on settlement of previous years special claims by the Home Office, there may be a reduced chance of special circumstances claims being agreed in the future and there is a lack of clarity in respect of the medium term incorporation into the mainstream revenue grant system;
- the capital programme confirms that the Council anticipates a requirement to provide an increased number of **school places**. For the secondary phase, our BSF programme will, in principle, deliver resources for a new secondary school and a new sixth form centre. For the primary phase, the proposals to deliver the expected requirement for new places are currently funded, but there are still significant risk factors in the schemes;
- commissioning strategies for **looked after children** and **social services** clients are demand driven to some extent and therefore remain a volatile and high risk area;
- the **HRA** medium-term strategy requires significant savings to be delivered and that for some of those plans for this are not yet fully implemented. Detailed work and implementation in this regard will need to continue into the start of 2007/08. The estimated impact on the general fund has been provided in the budget plans. The longer term strategy and securing of capital resources for the decent homes investment is subject to the inspection achieving two stars;
- the Council manages a number of complex projects both to support change within the organisation and to deliver service outcomes. The Council's **project management** framework has been further improved this year to recognise and manage risks in respect of these projects, and the Council operates a programme board structure to ensure that risk is appropriately managed and mitigated. In addition the delivery of the further £5m budget savings over the next four years through the achieving excellence programme is a key risk factor and will require significant corporate effort to deliver; this will need to be managed closely through these project governance arrangements;
- the BSF programme and the additional housing capital resources will constitute a **capital programme** of exceptional magnitude. The procurement and delivery of these investment programmes will need to be carefully and effectively managed to ensure value for money.

## **20 Summary and conclusions**

- 20.1 This report sets out the Executive's budget proposals for 2007/08 and the plans for the subsequent three years. The budget is balanced with council tax increases of 3.0% in each of the four years. The plans include a further £5m savings target to be delivered through a corporate programme of projects. The profile of these savings will need to be managed carefully with a view to minimising the call on balances, in particular in 2008/09.
- 20.2 The plan for the HRA is broadly balanced within the ringfenced resources available.
- 20.3 The DSG financial plans will require Schools Forum agreement in order to balance the overall position between delegated and non-delegated.
- 20.4 A capital programme is proposed in line with asset management plans and the existing policy framework for resource allocation.

## **21 Recommendations**

- 21.1 To agree the changes and variations set out at paragraph 9 and appendix B.
- 21.2 To note the outcome of the consultation processes set out at paragraph 11.
- 21.3 To agree the new savings and investment proposals set out in paragraphs 12 and 13 and appendices D and E.
- 21.4 To agree the proposals for the children's services (DSG) budget set out in appendix F.
- 21.5 To agree the proposals for the HRA budget set out in appendix G.
- 21.6 To agree the proposals for the capital programme set out in appendices H and J.
- 21.7 To agree the treasury management strategy and policy and prudential limits set out in appendix K.
- 21.8 To agree the proposed general fund budget requirement of £384.602m, subject to the final settlement and the decisions of precepting and levying authorities, and the consequences for council tax levels
- 21.9 To note that the final decision on budget and council tax for 2007/08 will be made at the Council meeting on 19 February.

## **22 Comments of the Head of Legal Services**

- 22.1 The Head of Legal Services confirms that this financial planning report is part of the budget strategy and fulfils the Council's statutory requirements in relation to the budget.

<b>Gross Budget Trail</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Budget brought forward</b>	<b>366,511</b>	<b>384,602</b>	<b>397,311</b>	<b>409,500</b>
<u>Changes and variations</u>				
Inflation	8,000	8,420	8,840	9,260
Agreed in previous years budget process	8,752	2,547		
Changes and variations agreed 4 July 2006	2,750	800	(4,355)	2,648
Changes and variations agreed 19 December	(1,261)	4,250	(750)	(750)
Changes and variations in this report (see appendix b)	(1,566)	3,170	52	0
Changes arising from 2007/08 grant settlement	106			
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process	(3,911)	(75)		
Proposed new investments	1,168	668	0	40
	(3,068)	593	0	40
<u>Savings</u>				
2005/06 process	(2,892)			
2006/07 process	(2,208)	(3,123)		
Proposed new savings	(5,887)	(6,907)	(1,775)	(2,815)
Additional 2% savings	(1,992)	70	(72)	70
Less pre-agreed savings	5,100	3,123		
Savings to be identified		(3,000)	(2,000)	0
	(7,879)	(9,837)	(3,847)	(2,745)
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	12,420	6,273	6,524	6,785
Prior year adjustment	(186)			
	12,234	6,273	6,524	6,785
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Contribution to / (from) balances 2007/08 process		(2,865)	5,725	(2,645)
<b>Gross Council budget requirement</b>	<b>384,602</b>	<b>397,311</b>	<b>409,500</b>	<b>422,093</b>
Less dedicated schools grant (specific grant)	(156,829)	(163,102)	(169,626)	(176,411)
<b>Net Council budget requirement</b>	<b>227,773</b>	<b>234,209</b>	<b>239,874</b>	<b>245,682</b>
<u>Funding</u>				
Council tax (see below)	95,265	98,123	101,066	104,099
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	<b>227,773</b>	<b>234,209</b>	<b>239,874</b>	<b>245,682</b>
<b>Resource shortfall/(excess)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Council tax</u>				
Council tax (LBH)	£ 1,127.83	£ 1,161.66	£ 1,196.51	£ 1,232.41
Council tax base (after provision for non-recovery)	84,468	84,468	84,468	84,468
<b>Precept</b>	<b>95,265,544</b>	<b>98,123,097</b>	<b>101,066,807</b>	<b>104,099,208</b>
Rate of council tax increase (Haringey element)	3.0%	3.0%	3.0%	3.0%
GLA rate of council tax increase	5.3%	5.0%	5.0%	5.0%
Combined council tax increase	3.5%	3.4%	3.4%	3.4%
£ per week increase (Haringey element)	£0.63	£0.65	£0.67	£0.69

<b>Resource Shortfall Tracker</b>	<b>2007/08 £'000</b>	<b>2008/09 £'000</b>	<b>2009/10 £'000</b>	<b>2010/11 £'000</b>	<b>Total £'000</b>
<b>Position at end of 2006/07 process</b>	0	0	0	0	0
<u>Update for 2007/08 process</u>					
Inflation			8,840	9,260	18,100
Capital financing costs	750	800	1,037	1,078	3,665
Estimated increase in revenue support grant			(2,722)	(2,776)	(5,498)
Assumed increase in council tax of 2.5%			(2,409)	(2,468)	(4,877)
	750	800	4,746	5,094	11,390
<u>Changes and variations 4 July 2006</u>					
- increase in pension contributions (1%)			1,060	1,070	2,130
- waste disposal			500	500	1,000
- contingency items	3,000				3,000
- Alexandra Palace	(1,000)		(6,952)		(7,952)
	2,000	0	(5,392)	1,570	(1,822)
Target savings previously reported to be identified	2,862	1,200			4,062
<b>Position as at 31 October 2006</b>	<b>5,612</b>	<b>2,000</b>	<b>(646)</b>	<b>6,664</b>	<b>13,630</b>
<u>Changes and variations 19 December 2006</u>					
- reduce inflation assumption for future pay awards	(750)	(750)	(750)	(750)	(3,000)
- homelessness reduction	(3,000)	5,000			2,000
- asylum seekers base underfunding	2,000				2,000
- energy price increases above inflation	489				489
	(1,261)	4,250	(750)	(750)	1,489
<u>Council Tax</u>					
- assume increases at 3%	(458)	(484)	(509)	(538)	(1,989)
- actual increase in tax base at November 06	(822)	(25)	(25)	(26)	(898)
	(1,280)	(509)	(534)	(564)	(2,887)
Impact of provisional grant settlement (28 Nov 2006)	106	0	0	0	106
<b>Position as at 19 December 2006</b>	<b>3,177</b>	<b>5,741</b>	<b>(1,930)</b>	<b>5,350</b>	<b>12,338</b>
<u>Changes and variations now reported</u>					
- Social Services base cost pressures	1,957				1,957
- concessionary fares increases		57	52		109
- additional PFI contract costs	90				90
- NLWA waste disposal levy	(1,127)	627			(500)
- use of LPSA grant	(2,486)	2,486			0
	(1,566)	3,170	52	0	1,656
<u>Investments</u>					
Proposed investments	1,168	668	0	40	1,876
<u>Savings</u>					
Proposed savings	(5,887)	(6,907)	(1,775)	(2,815)	(17,384)
Additional 2% savings	(1,992)	70	(72)	70	(1,924)
Less pre-agreed savings	5,100	3,123			8,223
Savings to be identified		(3,000)	(2,000)		(5,000)
	(2,779)	(6,714)	(3,847)	(2,745)	(16,085)
<u>Use of balances</u>					
Contribution to / (from) balances	0	(2,865)	5,725	(2,645)	215
<b>Position as at 23 January 2007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**FINANCIAL PLANNING 2007/08 – 2010/11**  
**Overview and Scrutiny – Budget Consultation – Executive Response**

	<b>Recommendation by Overview &amp; Scrutiny</b>	<b>Suggested Executive response</b>
1	That the use of differential and individual departmental efficiency targets be considered for future years.	Agreed. This will be considered for future business planning.
2	A very simple ranking system is developed to indicate the priority a department puts on a specific proposal.	Agreed.
3	That all future Capital and Revenue stream investment bids for ICT matters are shown together in one place in the budget and that more information is provided in the PBPR documents on the benefits and efficiencies likely to accrue as a result.	Agreed. All individual service department IT bids are initially rejected, but will be considered as part of the single corporate IT budget, subject to sufficient business case justification.
4	The Executive give an indication of how great they perceive the risk of withdrawal of HfH funds to be for corporate overheads, services and systems.	Potentially a sizeable impact and a contingency provision for fixed costs and other HRA / General Fund issues arising has been made.
5	That Homes for Haringey contribute a realistic and market rate for Council services provided to it.	The Council is working closely with HfH to ensure that individual services are provided at reasonable costs.
6	The Executive continue to make the strongest representations to Government, the London Strategic Health Authority and HTPCT 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.	Agreed. The Executive will continue to lobby on this issue. Leader recently wrote to the Health Secretary on this matter. Some of the impact of direct cost changes has been reduced by working with the PCT. The base budget addition for Social Services includes provision for the remainder of the known direct shortfall.
7	Consideration is given to the feasibility of providing a match between Executive Portfolio areas and departmental responsibilities, when practical.	The Executive will keep this under review.
8	That all efforts be made to ensure that local businesses are making an appropriate funding contribution to Town Centre Management.	Agreed.

9	That the proposed efficiencies in relation to the Youth Offending Service be reconsidered.	Agreed. £40k of the total £69k is not recommended for acceptance.
10	That the proposed investment in relation to the Youth Offending Service be supported.	Not agreed, however, alternative funding (e.g. NRF) should be sought.
11	That Pest Control fees reflect the ability to pay and that there be free treatment for disabled and elderly persons who are in receipt of means tested state benefit.	Not agreed. A new charging policy should be introduced reflecting ability to pay across all domestic clients.
12	That Pest Control fees for all commercial premises reflect the full market rate.	Agreed.
13	That Homes for Haringey contribute a realistic and market rate for Noise Control and Enforcement services provided to it.	HfH contribution to service cost will fully reflect the added service value arising from this service improvement.
14	That more advertising income is generated by the sale of space in Haringey People.	Agreed. This will be reviewed, however, it is recognised that we need to consider carefully associating advertisers with the Council.
15	That the proposed level of investment (in support posts) to the Haringey Strategic Partnership be reconsidered and that funding be secured from other partnership agencies.	Agreed. Executive recommend that NRF funding is sought via the HSP.
16	That the proposed level of investment to support the Value for Money programme be reconsidered.	It is considered necessary to make a substantial one-off provision to support this programme, which will need to deliver £5m of ongoing base budget savings.
17	That the proposed level of investment to support the SAP system be reconsidered and/or re-profiled.	Agreed. Will need to be considered alongside other bids for the corporate IT funding.
18	That the proposed level of investment for essential maintenance of Council building be reconsidered and/or re-profiled.	The level proposed is a minimum acceptable level of essential repairs, including DDA and health and safety works.
19	That the proposed level of investment for Wards Corner redevelopment be reconsidered and/or re-profiled.	Agreed. Not recommended for funding in this way, other options to be explored.

20	That the proposed level of efficiency in Customer Services be reconsidered and/or re-profiled.	Agreed. Savings re-profiled.
21	That HR and line managers collectively reduce the absentee rate to below the level of the national average.	Agreed. Already a management target and monitored monthly.
22	That the IT Department run a seminar for Members to provide information on how and where investments will be made and the likely efficiencies and service improvements that can be expected as a result.	Agreed. This will be discussed as part of the review of IT being prepared for Overview and Scrutiny.
23	That the Executive minimise the savings in Health and Social Care at the expense of firstly new growth and secondly more savings from elsewhere	The Executive will prioritise savings that have minimal impact on all front line services, for example the savings option for closure of drop-in centres is recommended not to be accepted.
24	That the proposed efficiencies proposed as a result of the merger of The Winkfield Road and Haven Road centres are not supported and are requested to be reconsidered.	This proposal will be the subject of a more detailed review that will look at the cost effectiveness of the current service provision and will produce options to ensure that improved value for money and use of assets is obtained.
25	That the proposed closure of the Keston Road Centre be reconsidered.	Not agreed. The services would continue to be provided in a different, more modern way.
26	That the proposal to reduce the Meals on Wheels subsidy be reconsidered.	Partly agreed. Further work to be done on the proposals before implementation. The subsidy reduction has been re-phased to limit the impact of increases in the first year.
27	That the proposed investment in the Asylum team be reconsidered.	Agreed, however, the direct cost of asylum provision is recognised in the budget plans.
28	That the proposed level of efficiency in respect of employment and skills programme be reconsidered.	Not agreed. Minimal impact on the whole programme.

29	That the proposed level of efficiency in respect of Pest Control be reconsidered.	Not agreed. Saving will be achieved in conjunction with plan to reduce overall level of Council subsidy on this service.
30	That the proposed efficiency in respect of increased income from parking permit charges be reconsidered.	Not agreed. Proposals for overall charging policy on parking to be considered by the Executive.
31	That the proposed efficiencies to The Community Clear Up Scheme be reconsidered.	Not agreed. Savings required so recommend this, protecting basic core service. Also separately there is investment in Street Cleansing.
32	That the proposed efficiency to the Planning (Development Control) Service be reconsidered.	Not agreed. Minimal impact on overall service performance.
33	That the proposed efficiency to the Planting and Maintenance of parks and green open spaces be reconsidered.	Not agreed. Can be achieved without significant impact on overall service.
34	That the proposed efficiency to the Benefits and Local Taxation Service be reconsidered.	Not agreed. Savings can be implemented alongside other service improvements to ensure minimal impact on customers and performance indicators.
35	That service users be consulted and their views be considered before a decision on the proposed efficiency in the internal post collection/delivery is taken.	Not agreed. Current use of electronic mail means that the internal post service can be reduced.
36	The proposed efficiency to the Social Work Trainee Scheme is reconsidered.	Not agreed. The service could not find other efficiencies to compensate and are, overall, in favour of the saving being made on this budget. There is still a sufficient programme in place after this saving.

## THE EXECUTIVE COMMITTEE

### 23<sup>rd</sup> January 2007

**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.

#### 2. Recommendations

- 2.2 That the Executive consider the recommendations contained in this report made by the Overview and Scrutiny Committee, as part of the Council's budget making process.

**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 a 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,  
18 December 2006, and 10 January 2007.**

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 Executive Portfolio Members were invited to Overview and Scrutiny Committee to explain the rationale behind, and to justify their proposals. The proposals were in respect of investment and efficiency proposals in relation to both Capital and Revenue expenditure for the four year planning period commencing in 2007/8

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

**7. 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.

**7.1 Council Targets and Departmental Priorities**

As part of the budget scrutiny process the Committee wished to weigh the relative impact of the proposals put forward overall, on Council services.

The Committee came to the conclusion that the method of setting a blanket target for efficiencies was not totally satisfactory as it did not necessarily take account of the impact on front line services to the most needy local people. These are areas that the Council should seek to protect when achieving efficiencies. It was felt that the proposals impacted disproportionately across departments and that as a result some of the proposals were for reductions in services to the most needy and vulnerable local people. For this reason the Committee was not in favour of some of the proposals put forward by the Executive Member for Health and Social Care.

However the Committee was mindful that to request that the Executive reconsider its proposed efficiencies, would require the burden to either fall elsewhere in the same department, the impact of which might be even less palatable, or to shift the burden on to other departments. The Committee found itself in a dilemma about asking the Executive to reconsider specific efficiency proposals, as to do so may increase the financial "gap". The Committee did not feel it had the level of knowledge required to recommend specific efficiencies in other areas to compensate, or to suggest a shift in the level of burden between departments. However I did think a case could be made to do so and that the Executive was in a position to consider it..

The Committee accepted that the stark choice was, less investment, greater efficiencies and perhaps weighted departmental efficiency targets. However, it recognised that budget setting was too far advanced to change the process this time round, but the Committee would like to suggest to the Executive that for future years a more sophisticated method of setting differential efficiency targets for departments be considered.

### **Recommendation 1**

**That the use of differential and individual departmental efficiency targets be considered for future years.**

Another area which the Committee found challenging was making sound judgement on the merits and relative priority to the Council of the specific proposals put forward. The written impact assessment in the PBPR documents was brief in the extreme and, although there was rigor in the questioning of Executive Members on some specific items, others were not covered. Currently there is no systematic and objective way to weigh the merits of one proposal against those of another. The Committee was of the view that a very simple ranking system, that rated the priority of the proposal to the department, would be of great assistance.

### **Recommendation 2**

**A very simple ranking system be developed to indicate the priority a department puts on a specific proposal.**

## **7.2 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 the budget 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, despite specific requests for information from the Committee, the detail of what these are was not given in many instances .

The Committee 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 efficiencies likely to accrue in future years as a result of proposed investments. To assist in this regard, a retrospective analysis of the benefits accrued from past spending would be very useful.

### **Recommendation 3**

**That all future Capital and Revenue stream investment bids for ICT matters be shown together in one place in the budget and that more information be provided in the PBPR documents on the benefits and efficiencies likely to accrue as a result.**

### **7.3 Homes for Haringey (HfH)**

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 instances departments will need to budget accordingly. It does however raise 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.

### **Recommendation 4**

**The Executive give an indication of how great they perceive the risk of withdrawal of HfH funds to be for corporate overheads, services and systems and sets out its contingency plan to deal with significant marginal increases in overheads and their impact on business units.**

### **Recommendation 5**

**That Homes for Haringey contribute a realistic and market rate for Council services provided to it.**

### **7.4 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 (understood to be a 3.6% budget top-slice by the London SHA) 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 PCT, nevertheless it recognises that local need cannot be ignored. It accepts 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. At the same time it was anxious that every effort is made to strengthen partnership working with the PCT.

### **Recommendation 6**

**The Executive continue to make the strongest representations to Government, the London Strategic Health Authority and HTPCT 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.**

## **7.5 Executive Portfolios and Departmental Responsibilities**

Currently Executive portfolios and Departmental responsibilities do not match entirely as some portfolio areas are cross departmental. The Committee was of the view that it would be advantageous and bring greater clarity to the budget process if a match could be achieved.

### **Recommendation 7**

**Consideration be given to the feasibility of providing a match between Executive Portfolio areas and departmental responsibilities, where practical.**

## **8. ENTERPRISE AND REGENERATION - EXECUTIVE PORTFOLIO AREA**

### **8.1 Regeneration**

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.

### **Recommendation 8**

**That the proposed level of investment for Wards Corner redevelopment be reconsidered and/or re-profiled.**

## **8.2 Communications**

### **- efficiencies**

The Committee noted the proposed cumulative efficiencies 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 currently 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.

### **Recommendation 9**

**That all efforts be made to ensure that local businesses are making a realistic and appropriate funding contribution to Town Centre Management.**

## **8.3 Planning Policy and Performance**

### **- efficiencies**

The Committee noted the proposed cumulative efficiencies of £410k. It welcomed the fact that consultancy and temporary agency staff had been further reduced and are 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 so that redundancy would be kept to a minimum. It noted that planning 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**

### **10.1 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 wish to refer these proposals back to the Executive with a recommendation that the proposals be reconsidered.

**Recommendation 10**

**That the proposed efficiencies in relation to the Youth Offending Service be reconsidered.**

**- investments**

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

**Recommendation 11**

**That the proposed investment in relation to the Youth Offending Service be supported.**

**10.2 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.

**Recommendation 12**

**That Pest Control fees reflect the ability to pay and that there be free treatment for disabled and elderly persons who are in receipt of means tested state benefit.**

**Recommendation 13**

**That Pest Control fees for all commercial premises reflect the full market rate.**

**- 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.

#### **Recommendation 14**

**That Homes for Haringey contribute a realistic and market rate for Noise Control and Enforcement services provided to it.**

### **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. They wished to see more advertising income generated to offset the costs of production and delivery.

#### **Recommendation 15**

**That more advertising income be generated by the sale of space in Haringey People.**

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

#### **Recommendation 16**

**That the proposed level of investment in support posts to the Haringey Strategic Partnership be reconsidered and that funding be secured from 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.

#### **Recommendation 17**

**That the proposed level of investment to support the Value for Money programme be reconsidered.**

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 and that 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.

#### **Recommendation 18**

**That the proposed level of investment to support the SAP system be reconsidered and/or re-profiled.**

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.

#### **Recommendation 19**

**That the proposed level of investment for essential maintenance of Council building be reconsidered and/or re-profiled.**

**-efficiencies**

Were noted

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

### 13.1 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.

#### **Recommendation 20**

**That the proposed level of efficiency in Customer Services be reconsidered and/or re-profiled.**

## 14. ORGANISATION DEVELOPMENT – EXECUTIVE PORTFOLIO

### 14.1 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. This was considered to be a prime example of the type of area where the Council should be setting tough departmental strategies and targets to bring about reductions to below the national average.

#### **Recommendation 21**

**That HR and line managers collectively reduce the absentee rate to below the level of the national average.**

### 14.2 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.

### 14.3 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 significant lack of information on how and where money would be spent and, more importantly, what benefits would accrue to the council in terms of efficiencies and to residents in terms of better value for money services. It therefore requested that Member briefing sessions be arranged by the IT Department to explain.

### **Recommendation 22**

**That the IT Department run a seminar for Members to provide information on how and where investments will be made and the likely efficiencies and service improvements that can be expected as a result.**

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

### **15.1 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.

### **15.2 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.

#### **Recommendation 23**

**That the Executive minimise the savings in Health and Social Care at the expense of, firstly, new growth and ,secondly, more savings from elsewhere**

#### **Recommendation 24**

**That the proposed efficiencies proposed as a result of the Merger of The Winkfield Road and Haven Road Centres are not supported and are requested to be reconsidered.**

The committee raised concern on the proposals for Keston Road Centre

#### **Recommendation 25**

**That the proposed closure of the Keston Road Centre be reconsidered.**

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.

#### **Recommendation 26**

**That the proposal to reduce the Meals on Wheels subsidy be reconsidered.**

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 regime and its support for and treatment of Haringey on this issue.

#### **Recommendation 26**

**That the proposed investment in the Asylum team be reconsidered.**

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



**18.1 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.

**18.2 Youth Service**

The Committee welcomed the proposed investment in the youth service.

**18.3 Schools**

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

**ADDENDUM****19. ENTERPRISE AND REGENERATION - EXECUTIVE PORTFOLIO****19.1 Policy & Regeneration****- efficiencies**

The Committee was concerned at the proposal to achieve efficiencies of £73k in respect of funding to the Voluntary Sector, as it was of the opinion that it would impact on some of the most vulnerable and disadvantaged members of our community.

**Recommendation 27**

**That the proposed level of efficiency in Voluntary Sector funding be reconsidered.**

The Committee was also concerned at the proposed efficiencies of £15k in respect of the employment skills training programme. Although this is a small amount the Committee thought it was hard to justify as it may potentially lead to a loss of matched funds and in effect be to double the impact on the unemployed who were seeking training or retraining.

**Recommendation 28**

**That the proposed level of efficiency in respect of employment and skills programme be reconsidered.**

**20. CRIME AND COMMUNITY SAFETY – EXECUTIVE PORTFOLIO****- efficiencies**

## 20.1 Enforcement

The committee supported the proposal to achieve efficiencies of £52K in respect of street wardens. However it wished to query whether the Pest Control Service could become fully self financing from fee income and thereby negate necessity to achieve the efficiency of £28k proposed. It was keen to ensure a full market rate was charged to commercial and HfH.

### Recommendation 29

**That the proposed level of efficiency in respect of Pest Control be reconsidered.**

## 21. ENVIRONMENT AND CONSERVATION – EXECUTIVE PORTFOLIO

### - efficiencies

### 21.1 Streetscene

An increase in the revenue from parking permits charges and parking fees and increasing pay and display bay of £300k over 4 years, profiled as £75K in 2007/08 and £225k in 2008/09, has already been proposed. The Committee would query whether a further 20% increase in charges and the generation of a further £136K in 2007/08 is sustainable.

### Recommendation 30

**That the proposed efficiency in respect of increased income from parking permit charges be reconsidered.**

The proposed efficiencies of £113K by restricting the Community Clear Up scheme to NRF areas would seem on the face of it to be counter productive. It may lead to more fly tipping and less clean streets in those non NRF areas. The community clear up scheme is valued by residents and has been successful.

### Recommendation 31

**That the proposed efficiencies to The Community Clear Up Scheme be reconsidered.**

### 21.2 Planning, Policy and Performance

The Council has a good record in respect of dealing with planning applications. The Committee has previously been informed of the issues of recruitment and retention

(R&R) of experienced planning officers. It is of the opinion that the proposal to achieve efficiencies of £50K by reducing the number of planning posts and increasing the workload of those posts remaining is likely to adversely effect R&R and the processing of planning applications.

### **Recommendation 32**

**That the proposed efficiency to the Planning (Development Control) Service be reconsidered.**

## **21.3 Recreation**

There was no explanation on the impact that efficiencies of £100K in respect of Maintenance and Planting would have on our parks and green open spaces. Open space renewal is a council priority and commitment. It is a strand of the greenest borough strategy and is linked with the proposed Local area Agreements.

### **Recommendation 33**

**That the proposed efficiency to the Planting and Maintenance of parks and green open spaces be reconsidered.**

## **22. FINANCE – EXECUTIVE PORTFOLIO**

- **efficiencies**

### **22.1 Benefits and Local Taxation**

The Committee is of the opinion that it would be counter productive for efficiencies of £36k to be made, that may have a high risk of delaying Housing Benefit support to claimants (many of whom are vulnerable members of the community). It is mindful of the impact this may have on homelessness, indebtedness and to a lesser extent landlords.

### **Recommendation 34**

**That the proposed efficiency to the Benefits and Local Taxation Service be reconsidered.**

### **22.2 Property Services**

The Committee view the internal courier post collection/delivery service to all council building as an important and intrinsic part of the council's communication network. Although there are now many alternative electronic means of communication and

processing there still remains a significant traffic in hard copy. The Committee would like users of the service to be consulted on the level of service they require and the impact on their services before a final decision is taken.

**Recommendation 35**

**That service users be consulted and their views be considered before a decision on the proposed efficiency in the internal post collection/delivery is taken.**

**23 HEALTH AND SOCIAL SERVICES – EXECUTIVE PORTFOLIO**

**- efficiencies**

**23.1 Social Services**

The council has experienced recruitment and retention problems in the social work area in the past. As part of the solution to this problem the trainee scheme was developed to attract staff and to ensure that the training they experienced was not only extensive but also relevant and tailored to local circumstances.

**Recommendation 36**

**The proposed efficiency to the Social Work Trainee Scheme be reconsidered.**

Summary analysis of investments and savings options												
	2007/08		2008/09		2009/10		2010/11		Cumulative			
	Savings £'000	Growth £'000	Savings £'000	Growth £'000	Savings £'000	Growth £'000	Savings £'000	Growth £'000	Savings £'000	Growth £'000	Savings £'000	Growth £'000
<b>Original PBPR List</b>												
Accept	5,887	1,168	6,907	668	1,775	0	2,815	40	17,383	1,876	19,113	7,189
Reject	413	5,157	188	226	0	5	1,129	-75	1,730	5,313		
<b>Total</b>	<b>6,300</b>	<b>6,325</b>	<b>7,095</b>	<b>894</b>	<b>1,775</b>	<b>5</b>	<b>3,944</b>	<b>-35</b>				
<b>Additional Savings list</b>												
Accept	1,992		-70		72		-70		1,924			
<b>Total Accept</b>	<b>7,878</b>		<b>6,837</b>		<b>1,847</b>		<b>2,745</b>		<b>19,307</b>			

Item	Portfolio	Directorate	Business Unit	Details of Proposed Investment	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	2009/10 over and above 2008/09 £'000	2010/11 over and above 2009/10 £'000	Cumulative	Dependencies/Impact	Recommendation	Reason
1	Exec Member: Children & Y. Pple	Children's Service	School Standards & Inclusion	Improve Youth Service provision and meet PIAP	50	50	0	0	100	Delivery of the PIAP will depend on improving the quality of generic youth work provision. Current reach April-August 1,067 proposed reach in 2 years 4,775.	Accept	Raising Education Achievement
<b>School Standards &amp; Inclusion Total</b>					<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>100</b>			
2	Exec Member: Crime & Comm Safety	Environment	Enforcement	Out of Hours – uplift existing noise posts to cover broader offending and cover supplements for unsocial hours. Cover additional legal and support costs arising from increased enforcement.	100	100			200	Current budgets are dependent upon HFI investment of £64k which is subject to review. Investment will increase % of noise complaint calls investigated to 100% within 1 hour of complaint within first year and to 100% of all complaints within ½ hour by year 2. Interventions on the night to provide relief from noise because action will be taken to fine offenders and seize equipment causing nuisance. Currently most only result in prosecution or a caution. Pro-active work will be taken to inspect compliance for other trading, matters, ensuring that opening hours, planning conditions, license conditions are enforced. Customer Services response to telephone calls will increase and this will also support development of SNEN response. Service will also be able to respond to issue such as fly tipping and dumping surveillance.	Accept	Building Safer & Stronger Communities / Putting People First
<b>Enforcement Total</b>					<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>200</b>			
3	Exec Member: Env & Conserv	Environment	Recreation	Groundwork core funding	70				70	Attracts £70k match from DCLG (per annum for 3-6 years).	Accept	Putting People First
4	Exec Member: Env & Conserv	Environment	Recreation	Leisure Transfer Review	150	-150			-	Successful externalisation negotiation.	Accept	Putting People First
5	Exec Member: Env & Conserv	Environment	Recreation	Memorial Safety	60				60	High risk on health and safety grounds plus adverse publicity/litigation implications of potential incident. 5-Year programme from 2007/08 onwards.	Accept	Building Safer & Stronger Communities / Putting People First
<b>Recreation Total</b>					<b>280</b>	<b>-150</b>	<b>0</b>	<b>0</b>	<b>130</b>			
6	Exec Member: Env & Conserv	Environment	Streetscene	Bringing recycling services in-house	80				80	Increased pension costs resulting from bringing recycling services in house. Other potential costs will be unknown until the service is brought in house in late September. Labour Manifesto - our environment greener.	Accept	Better Haringey
7	Exec Member: Env & Conserv	Environment	Streetscene	Expansion of recycling service (Waste Management)	132	163			295	This funding is dependent on approval of capital recycling services, with all houses and blocks of flats receiving a commingled collection. Improved customer satisfaction. Improved customer satisfaction. Labour manifesto - our environment greener.	Accept	Better Haringey
8	Exec Member: Env & Conserv	Environment	Streetscene	Expansion of doorstep recycling collections in 2008/09 to all households on estates, from 6000 to 15000 properties. (Waste Management)	280		15		295	A doorstep and near-entry recycling collection is being rolled out for 6000 households on estates during 2006/7 and 2007/8. This funding will allow for this service to be expanded to all 15,000 households on estates borough wide.	Accept	Better Haringey

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9	Exec Member: Env & Conserv	Environment	Streetscene	Street Cleaning	156	200			356	Will impact on BV199 which is a CPA target. To address classified land usages that not sufficiently covered in the current contract such as high density housing which will directly impact on Housing Services. ** Customer satisfaction. ** Labour manifesto - our streets bright and clean.	Accept	Better Haringey
10	Exec Member: Env & Conserv	Environment	Streetscene	Restoration of wheeled bin round	130				130	The Accord contract is due to end in December 2009, so costs for the final year of the contract are only for part year. Costs beyond the lifetime of the Accord contract are unknown. Labour Manifesto - our streets bright and clean.	Accept	Better Haringey
11	Exec Member: Env & Conserv	Environment	Streetscene	CCTV Purchase and installation of new camera (parking).		40	40	40	80	This funding is required to support the maintenance of the additional CCTV cameras. Linked to capital bid. Subject to review of overall CCTV approach	Accept	Better Haringey
12	Exec Member: Finance	Finance	<b>Streetscene Total</b> Property Services	Review and Management of the Community Buildings portfolio.	498 140	643 -15	55 -55	40	1,236 70	The community buildings portfolio is currently understaffed and in need of urgent review. Management of this portfolio is complicated due to the lack of financial capacity and property knowledge of the tenants and the sensitive nature of the services provided.	Accept	Better Haringey / Building Safer & Stronger Communities
13	Exec Member: Finance	Finance	Property Services	Reprovision for staff from Broadway Annex / Western Park Annexe	40	40			80	Development proposals do not proceed as a suitable partner is not found to realise the Hornsey Town Hall Development. Suitable alternative accommodation is not available.	Accept	Achieving Excellent Services
14	Exec Member: Housing	Social Services	<b>Property Services Total</b> Housing Strategy & Needs	Hearthstone Expansion	180 60	25	-55	0	150 60	Help prevent homelessness, reduce temporary accommodation, expand service	Accept	Putting People First
<b>Housing Strategy &amp; Needs Total</b>					60	0	0	0	60			
<b>Accept Total</b>					1168	668	0	40	1876			

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15	Exec Member: Comm Inv	Chief Executive's (Access)	Customer Service	Resource for a dedicated FOI Officer to sit within the Service Development Team in Customer Services	40	0	0	0	40	This is dependent on the planned changes in the FOI report being agreed by CE/MB	Reject	
<b>Customer Service Total</b>					<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>			
16	Exec Member: Org Dev & Perf	Chief Executive's (OD&L)	OD&L	1 x additional programme support officer	50				50	This additional post is essential to strengthen the corporate programme office and to ensure that the Council fully implements the Audit Commission Action Plan recommendations in relation to project management.	Reject	
17	Exec Member: Org Dev & Perf	Chief Executive's (OD&L)	OD&L	staff wellbeing	135				135	Plan to support staff wellbeing project with increased ohu time for proactive health promotion. Options = bring doctor in house to secure current improvements, add nurse time for more proactive activities.	Reject	
18	Exec Member: Org Dev & Perf	Chief Executive's (OD&L)	OD&L	Career coaching for redeployment and development	12				12	redeployment is more effective due to investment in redeployment liaison officer. It remains limited to search against current role. Career coaching would broaden the potential = greater numbers redeployed. In 05/06 26% of redeployment pool successfully redeployed. Also could be useful for development. Costs = investment in our staff as coaches.	Reject	
19	Exec Member: Org Dev & Perf	Chief Executive's (OD&L)	OD&L	Achievement Lunch and Xira mile scheme	20				20	Scheme is currently unfunded and costs are met from under spends in the OD and L budget which will be unsustainable in future years. Plus to cover the cost of inland revenue regulations	Reject	
<b>OD&amp;L Total</b>					<b>217</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>217</b>			
20	Exec Member: Leader	Chief Executive's (Strategy)	Communication	New HSP Secretariat	150				150	This is dependent on the outcome of the HSP review and an application for NRF funding in first year. The cost will cover posts for a senior manager, policy officer and administrative support.	Reject - To seek funding from NRF	
21	Exec Member: Leader	Chief Executive's (Strategy)	Communication	Additional monitoring officers post	40				40	There is currently no dedicated resource to monitor the use of community buildings. As part of the move to ensure a more effective approach to the management and control of community buildings it necessary that a community buildings monitoring function is created that can work closely with the existing monitoring function in the CVST.	Reject	
22	Exec Member: Leader	Chief Executive's (Strategy)	Communication	HP postage	31				31	Owing to Royal Mail changing its charging structure this increased requirement is for postage costs for Haringey People HP is a key source of accurate information on the work of the council and the one most residents use for news on the council.	Reject	
<b>Communication Total</b>					<b>221</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>221</b>			



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23	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Safer Communities	YOS Social Worker to cover work with young asylum seekers	40				40	This is not a growth item, but rather to cover termination of external funding. The YOS has seen a loss of funding from the Asylum Service to cover YOS work with young asylum seekers. The YOS is dependent on short-term funding. This funding will help make our communities safer, reducing anti-social behaviour and violence by younger people.	Reject - Seek alternative funding	
24	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Safer Communities	CST Policy Officer	40				40	This is not a growth item, but was previously dependent on funding from Homes for Haringey who have already confirmed that funding will not continue after 2006/7. The will result in a reduction in work aimed at reducing the fear of crime and anti-social behaviour within Haringey. This funding will make our communities safer by helping reduce anti-social behaviour and crime.	Reject - Seek alternative funding	
25	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Safer Communities	ASBAT Surveillance Officer	35				35	Addressing anti-social behaviour is an important issue in the manifesto commitment.	Reject	
<b>Safer Communities Total</b>					<b>115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115</b>			
26	Exec Member: Children & Y.Pple	Children's Service	Business Support & Development	Additional cost of customer services charges for Admissions.	75				75	Customer Services will take all Admissions initial phone traffic. At present, at peak times up to 80% of calls ring engaged. As a result the calls will be answered, thus improving service, but the workload for Admissions will not reduce, so there is no concurrent saving (though unrelated savings within the team are shown in section 13).	Reject	
<b>Business Support &amp; Development Total</b>					<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75</b>			
27	Exec Member: Children & Y.Pple	Children's Service	Children & Families	Additional staffing costs in relation to implementation of phase II of Framework-1 Business Support Team comprising 1 Manager 2 Business support Officers 2 system support officers	80			-80		Phase 2 of FWI relates to the implementation of the financial programme. The project is being implemented jointly with Social Services. Lessons learnt from phase 1 have demonstrated the importance of investing in training and support to ensure smooth implementation. There is still the need to train and support new and existing staff on new processes. Forthcoming initiatives such as FWI finance /escal/children's index will require resources from this team.	Reject	
<b>Children &amp; Families Total</b>					<b>80</b>	<b>0</b>	<b>0</b>	<b>-80</b>				
28	Exec Member: Children & Y.Pple	Children's Service	School Standards & Inclusion	KS3 improvements to meet GOL target of 50% in core subjects	120				120	If the funding through NRF was discontinued, may not meet the GOL target without additional resource. Failure to meet GOL targets at Key Stage 3 would affect the mandatory LAA target.	Reject	
<b>School Standards &amp; Inclusion Total</b>					<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>			

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29	Exec Member: Crime & Comm Safety	Environment	Enforcement	Seven Sisters Wardens to replace NDC investment	165				165	Improvements in BV199 and crime reductions for street crime, violent crime and robbery. The impact here of maintaining the service linked to Members Scrutiny Review of Street Wardens. This review concluded that this is a popular service and that there was a case for a borough wide service and increased viability.	Reject	
30	Exec Member: Crime & Comm Safety	Environment	Enforcement	Smoking Enforcement – Street Enforcement 6 months	80				80	It is anticipated that a sum will be included into FSS for 2007 to 210 to cover enforcement costs. Enforcement of the ban will be minimal and it should be largely self regulating. However, experience in Scotland and Ireland confirms that the impact on streets can be an issue for clutter, litter and street trading. Street enforcement will cover enforcement following implementation in the first 6 months. Compliance internally will be absorbed into commercial inspections where possible. Funding would be spent as overtime for 4 street enforcement officers on 6 month contracts. It is anticipated that savings could be offered in year 2 of implementation to reverse this growth bid.	Reject - To be funded by specific grant subject to members approval	
31	Exec Member: Crime & Comm Safety	Environment	Enforcement	IT improvements	120				120	To maintain effective working of systems, maximise use of mapping processes to gather intelligence, deliver new enforcement responsibilities for smoking and gambling.	Reject	
<b>Enforcement Total</b>					<b>365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>365</b>			
32	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Delivery of Key sites agenda	350				350	Resourcing consultancy work additional staff, and S106 legal costs associated with the delivery of key sites, Heartlands and Tottenham.	Reject - Seek alternative funding	
33	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Housing planning policy review.	100				100	Funding required for staffing, sustainability appraisal and other studies.	Reject	
34	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Mobile Working	20				20	Costs of providing support to the system, some efficiency savings could be achieved.	Reject	
35	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	As above	40				40	Develop further the planning portal link.	Reject	
<b>Planning, Policy &amp; Performance Total</b>					<b>510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>510</b>			
36	Exec Member: Env & Conserv	Environment	Recreation	Repair & Maintenance	100				100	Link to Capital Programme + Better Haringey/Better Places priorities. Increase use of open space.	Reject	
37	Exec Member: Env & Conserv	Environment	Recreation	Targeted Adult Leisure and Physical Exercise Programmes	150				150	Improve Health, and can be managed through existing partnership/commissioning structures.	Reject	
38	Exec Member: Env & Conserv	Environment	Recreation	IT&S Upgrade/ Solutions	176				176	Full cost £211k, thus £36k from existing revenue budget.	Reject	
39	Exec Member: Env & Conserv	Environment	Recreation	Enhance Parks Constabulary /Open Space staffing capacity	150				150	Link to wider Enforcement functions and roll out of Community Policing. Improve user visits per head of population from 43 per annum in 2005.	Reject	
40	Exec Member: Env & Conserv	Environment	Recreation	Reduced concert income target	150				150	Finsbury Park commercial income target not realistic. Compensatory savings will impact upon sustaining open space improvements.	Reject	
<b>Recreation Total</b>					<b>726</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>726</b>			

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41	Exec Member: Env & Conserv	Environment	Streetscene	1 x Contract manager role (manage CCTV operation)	47				47	Labour Manifesto - our communities safer. This will enable the full benefits of the CCTV control room to be achieved.	Reject	
42	Exec Member: Env & Conserv	Environment	Streetscene	Manager to deal with HR issues, particularly sick absence in parking.	47				47	This was a key recommendation in the Parking Efficiency Review. This will deliver additional savings as well as impacting on service delivery. Also links to the efficiency agenda.	Reject	
43	Exec Member: Env & Conserv	Environment	Streetscene	Defra Funding withdrawal. This supports the White Goods Service.		150			150	This service is currently being funded by the Performance Reward Grant, which ends in March 2008. Funding is therefore required from 2008/09 onwards if the service is to continue. Failure to secure funding will mean that current white goods service could not be delivered. Labour manifesto - our environment greener.	Reject - Seek alternative funding	
44	Exec Member: Env & Conserv	Environment	Streetscene	Depot facilities day to day repairs / maintenance cost	40				40	Depot budget is not sufficient for the day to day running repairs of the depots due to age of buildings and fittings. There is currently no separate budget for Western road or Homsey depot.	Reject	
45	Exec Member: Env & Conserv	Environment	Streetscene	Public Conveniences Maintenance cost for Apc's is £13k per year per Apc	26	26			52	Currently pay £84k per year for cleaning of public conveniences, this should be reduced each year as new APC's are put in. An agreement would have to be reached with DSO cleaning to see if they would run the service at a reduced cost over the 3 years as new APCs are put in.	Reject	
46	Exec Member: Env & Conserv	Environment	Streetscene	IT Project developments from across the services.	167				167	This supports a number of service developments. In particular will support increase demands on parking services and will enable the network management team to manage the traffic management duty on behalf of the council. Intervention by the Secretary of State is a killer KPI and also has a potential penalty cost of 250k.	Reject	
<b>Streetscene Total</b>					<b>327</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>503</b>			
47	Exec Member: Finance	Finance	Benefits & Local Taxation	Additional enforcement services of bankruptcy and tracing absconders	15				15	Improved methods of trace and collect to increase income and raise performance.	Reject	
48	Exec Member: Finance	Finance	Benefits & Local Taxation	Additional service of electronic single person (SPD) discount review	35				35	The database on customers claiming SPD is compared against national household databases. Where there is an agreed match then the discount continues. Where there is not a match, then the division will contact the customer direct to ascertain status. The review will contribute to improved accuracy of council tax database, detection of fraud and increased income.	Reject	
49	Exec Member: Finance	Finance	Benefits & Local Taxation	Mobile working	25				25	Annual support and maintenance costs	Reject	
50	Exec Member: Finance	Finance	Benefits & Local Taxation	Replacement Fraud Database	5				5	Annual support and maintenance costs	Reject	
<b>Benefits &amp; Local Taxation Total</b>					<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>			
51	Exec Member: Finance	Finance	Corporate Procurement	XML Middleware		5	5	5	15	ROI achieved through reduced procurement process transactions. The middleware can also be deployed elsewhere in the Council's IT Strategy for wider benefit.	Reject	
<b>Corporate Procurement Total</b>					<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>15</b>			

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52	Exec Member: Finance	Finance	Property Services	Manhattan System developments	100	-50			50	Phase 2 of the Commercial Manhattan implementation to provide resources for data input from lease files. Provision of reports and independent reporting capability. Ongoing development of the system to enhance security functions and enable access from stakeholders.	Reject	
53	Exec Member: Finance	Finance	Property Services	Registration of unregistered land	35	-35			-	Statutory requirement to register all unregistered land by 2012. One additional person for one year to work with the Land registry and GIS. The Land Registry have been in discussions with us and intend to use us as a 'pilot' undertaking most the work at their expense. If we take up their offer and support at this early stage their charges for their part of the process will be 5k. If left nearer until the 2012 deadline, the cost will be 30k. Additionally this mandatory process will simplify property enquiries and process simply the legal work when a property transaction is required. It will also ensure that the Council's ownership is formally recorded through the Land Registry and safeguarded in perpetuity.	Reject - Seek alternative funding	
54	Exec Member: Finance	Finance	Property Services	Commercial Property Compliance	50	-40			10	There is a pressing need to educate the commercial team of new Fire and H&S Environment legislation. Updated condition reports are required of the council's commercial estates and funds need to be allocated to undertake works identified. (Most works will be recoverable under services charges). Cost of reports and additional staff to implement and setup the monitoring system.	Reject	
55	Exec Member: Finance	Finance	Property Services	Valuation software	20	-17			3	Valuation software is critical for Service delivery and providing quality advice. It will also support valuations undertaken for accounting purposes and help satisfy statutory obligations for such work as disposal projects. New software will offer a proper investment valuation process and provide analysis. For example, a discounted cashflow would help provide performance indicators such as internal rate of returns, which in turn would assist in the review of the non-operational portfolio. Valuations can be analysed on a sector by sector basis as well as comparing properties within each sector. An assessment could also be made whether a property represents a financial return/value for money etc. Residual valuation software would also be beneficial.	Reject	
56	Exec Member: Health & S.Serv	Social Services	Adults	Increased capacity in Adults commissioning	205	-142	0	0	63	More robust commissioning in place which will improve contract reviews, service user desired outcomes in contract monitoring.	Reject	
57	Exec Member: Health & S.Serv	Social Services	Adults	To establish a Business Support Team to support users of Framework-I	40				40	Users of Framework have required an extensive programme of support since go live. Whilst the need for support has reduced there is still a requirement to train and support new staff and existing staff on new processes. Forthcoming initiatives such as Framework-I finance/children's index/EDMS will require support from resources within this team.	Reject	
58	Exec Member: Health & S.Serv	Social Services	Adults	LD - Project Officer to oversee coordination of downsizing the revenue projects for provider day services as we mainstream	30				30	Subject to the outcome of the PBPR process, the Keston service is scheduled for next year. This investment proposal covers the cost of a project worker to oversee the implementation of the changes.	Reject	
59	Exec Member: Health & S.Serv	Social Services	Adults	PD - Direct Payments Support Service	200				200	A support service enables users to manage their Direct Payments effectively thereby promoting independence.	Reject	
60	Exec Member: Health & S.Serv	Social Services	Adults	Peregme House residential service	40				40	More expensive residential accommodation for people with PD.	Reject	
61	Exec Member: Health & S.Serv	Social Services	Adults	Asylum team	225				225	Not accommodated in our current services.	Reject	

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62	Exec Member: Health & S.Serv	Social Services	Adults	Increase in rent for St. George's	7				7	Review due in Dec 2007. Likely increase of 10%	Reject	
63	Exec Member: Health & S.Serv	Social Services	Adults	Gordon Road rent	30				30	Amount of staff providing primary care will be cut	Reject	
64	Exec Member: Health & S.Serv	Social Services	Adults	LD Comm. - identified 43 people turning 18 next year, 6 will transfer on birthday, 8 to receive Day Opps. New licences for drivers due to reconfigured service based transport - LD	362	187			549	First year is full year effect - this will happen as it involves children in placements who will continue to need a service. We would be impacted in terms of our ability to deliver Day Services and increase social inclusion.	Reject	
65	Exec Member: Health & S.Serv	Social Services	Adults	LD - Ashley road running costs	28				28		Reject	
66	Exec Member: Health & S.Serv	Social Services	Adults	LD - Direct Payments Support Service	60				60	Following set up of service based transport we are required to find costs	Reject	
67	Exec Member: Health & S.Serv	Social Services	Adults	LD - Running and maintenance costs for provider properties	4				4		Reject	
68	Exec Member: Health & S.Serv	Social Services	Adults		25				25	No apparent provision in budgets this year.	Reject	
<b>Adults Total</b>					<b>1131</b>	<b>187</b>	<b>0</b>	<b>0</b>	<b>1318</b>			
69	Exec Member: Housing	Social Services	Housing Strategy & Needs	Home Connections Virtual Tours	150				150	Service to be bought in from CBL company, Home Connections (Haringey is a founder member of the organisation)	Reject	
70	Exec Member: Housing	Social Services	Housing Strategy & Needs	Home Connections advertising costs	27				27	Managed jointly with Corporate Comms. ** Impact on void property turn around times and increased public visibility of new service	Reject	
71	Exec Member: Housing	Social Services	Housing Strategy & Needs	Project Support Officer	38				38	Improved project and programme management	Reject	
72	Exec Member: Housing	Social Services	Housing Strategy & Needs	There will be revenue implications relating to the expansion of Hearthstone. Limited information is available at this time.	50				50	Rent 5k, loss of subsidy. Asset value approximately £285,000. Further analysis to be produced	Reject	
<b>Housing Strategy &amp; Needs Total</b>					<b>265</b>				<b>265</b>			
73	Exec Member: Health & S.Serv	Social Services	Older	When Osborne Grove was demolished its budget of 600k (excluding capital charges) was transferred to the commissioning budget to pay for re-located residents. The new care home now needs this budget reinstated (June 07)	600				600	There is a timing pressure in being able to transfer funding from the commissioning budget back to Osborne as this relies on a reduction in services already committed. There are also other pressures in the commissioning budget due to market pressures and PCT cuts.	Reject - Transfer Budget	
74	Exec Member: Health & S.Serv	Social Services	Older	Commissioning pressure arising from withdrawal of SP funding.	40				40	Historically, SP funding has been allocated to a residential home (Petergine House). This will be withdrawn in 2007/08. The care home will not accept a lower fee rate because of the withdrawal of £40k.	Reject	
75	Exec Member: Health & S.Serv	Social Services	Older	To establish a business support team to support users of Framework-1 comprising one manager, two business support officers and two system support officers	40				40	Users of Framework have required an extensive programme of support since go live. Whilst the need for support has reduced there is still a requirement to train and support new staff and existing staff on new processes. Forthcoming initiatives such as Framework-1 finance/children's index/EDMS will require support from resources within this team.	Reject	
<b>Older Total</b>					<b>680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>680</b>			
<b>Rejects Total</b>					<b>5157</b>	<b>226</b>	<b>5</b>	<b>-75</b>	<b>5313</b>			
<b>Grand Total</b>					<b>6325</b>	<b>894</b>	<b>5</b>	<b>-35</b>	<b>7189</b>			

Item	Directorate	Business Unit	Details of Pre-Agreed / Proposed Saving	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	2009/10 over and above 2008/09 £'000	2010/11 over and above 2009/10 £'000	Cumulative	Dependencies/Impact	Recommendation	Reason
1	Chief Executive's (Access)	Corporate IT	Council wide change request reduction post refresh	50				50	Council wide target based on the benefits of the new corporate infrastructure. Achieved.	Accept	No or minimal impact on front-line service delivery and performance.
2	Chief Executive's (Access)	Corporate IT	Council wide Home computing initiative	15				15	Council wide saving. This scheme was abandoned due to changes by the Chancellor in the April '06 budget statement. Hence achieved Council wide through other efficiency savings	Accept	No or minimal impact on front-line service delivery and performance.
3	Chief Executive's (Access)	Corporate IT	Review of support and development arrangements for core applications		150			150	Availability of IT resources and infrastructure capacity	Accept	No or minimal impact on front-line service delivery and performance.
4	Chief Executive's (Access)	Corporate IT	General efficiencies		166			166		Accept	No or minimal impact on front-line service delivery and performance.
5	Chief Executive's (Access)	Corporate IT	Staff reduction post self service introduction			50		50		Accept	No or minimal impact on front-line service delivery and performance.
6	Chief Executive's (Access)	Corporate IT	Application rationalisation		50			100		Accept	No or minimal impact on front-line service delivery and performance.
<b>Corporate IT Total</b>				<b>65</b>	<b>216</b>	<b>200</b>	<b>130</b>	<b>631</b>			
7	Chief Executive's (Access)	Customer Service	Siebel development resulting in improved efficiency, process improvement, understanding what creates demand and taking action to satisfy needs and reduce demand, migration to self service channels.	100	268	194		562	The level of savings possible is at risk if the service quantum reduces. The market testing of Homes for Haringey repairs could result in the outsourcing of the Call Centre element of repairs reporting. This will severely impact the capability to deliver this level of saving unless Homes for Haringey increase the volume of other services available through Customer Services, and at present there are no firm plans to do this. The savings profile has been adjusted to smooth the impact of the saving.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Customer Service Total</b>				<b>100</b>	<b>268</b>	<b>194</b>	<b>0</b>	<b>562</b>			
8	Chief Executive's (Access)	Libraries & Museums	Efficiency savings resulting from self issue	100				100	By the end of 2006-07 RFID will have been installed in all three of our main libraries. We expect to achieve staff related efficiency savings following the implementation of the libraries restructure in 2007/08.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Libraries &amp; Museums Total</b>				<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>			
9	Chief Executive's (Access)	Neighbourhood Management	External funds to charge staff time	13				13	Heritage Lottery Fund has been secured	Accept	No or minimal impact on front-line service delivery and performance.
10	Chief Executive's (Access)	Neighbourhood Management	Reduce 2 posts - Review of NM work programme	80				80		Accept	No or minimal impact on front-line service delivery and performance.
11	Chief Executive's (Access)	Neighbourhood Management	Reduced use of agency staff	20	20			80		Accept	No or minimal impact on front-line service delivery and performance.
12	Chief Executive's (Access)	Neighbourhood Management	External funding - To replace core budget	20	20			80		Accept	No or minimal impact on front-line service delivery and performance.
13	Chief Executive's (Access)	Neighbourhood Management	Area Assemblies - To maximise using e-invites	10	10			20		Accept	No or minimal impact on front-line service delivery and performance.

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14	Chief Executive's (Access)	Neighbourhood Management	Broadwater Farm CC – new hire charges in place	35	35	30	100			Accept	No or minimal impact on front-line service delivery and performance.
15	Chief Executive's (Access)	Neighbourhood Management	Delete 1 admin/finance post	35			35			Accept	No or minimal impact on front-line service delivery and performance.
<b>Neighbourhood Management Total</b>				<b>143</b>	<b>120</b>	<b>75</b>	<b>70</b>	<b>408</b>			
16	Chief Executive's (OD&L)	OD&L	Member enquiries function	17	31			48	07/08 pre agreed savings are on track to be delivered	Accept	No or minimal impact on front-line service delivery and performance.
17	Chief Executive's (OD&L)	OD&L	Refocus the work of Equalities team	42	16			58	06/07 pre agreed saving achieved. 07/08 pre agreed savings will be delivered by reviewing the delivery of equalities service and the structure needed to support it.	Accept	No or minimal impact on front-line service delivery and performance.
18	Chief Executive's (OD&L)	OD&L	Town Twinning	2				2	Pre agreed saving for 07/08 on track to be achieved	Accept	No or minimal impact on front-line service delivery and performance.
19	Chief Executive's (OD&L)	OD&L	In-house delivery of leadership programme by OD&L and planned completion of programme		17			17	Planned savings for 07/08 will need to be re-phased to 09/10 because of corporate decision to redesign programme and introduce project element. The funding for the programme will need to be re-profiled over a three year period.	Accept	No or minimal impact on front-line service delivery and performance.
20	Chief Executive's (OD&L)	OD&L	Further reduce hard copy printing of committee agendas to all but essential paper copies using electronic provision		10			10	Full implementation of recently revised report writing guidelines. Ability to rely on web based media for dispatch of papers	Accept	No or minimal impact on front-line service delivery and performance.
21	Chief Executive's (OD&L)	OD&L	Member L&D reduce use of external consultants and deliver more training in-house		15			30	Dev of internal resource, income generation realised	Accept	No or minimal impact on front-line service delivery and performance.
22	Chief Executive's (OD&L)	OD&L	Reduce number of external conferences attended by Members		10			10	Containable if MLD resources dedicated. Review of attendance policy with clearer links between learning activities, PDPs and roles	Accept	No or minimal impact on front-line service delivery and performance.
23	Chief Executive's (OD&L)	OD&L	Reduction in future development of web cast such as interactivity, mobile unit.		20			20	Realisation of income generation potential.	Accept	No or minimal impact on front-line service delivery and performance.
24	Chief Executive's (OD&L)	OD&L	Deletion of 1FTE support post from reduction in formal meetings by approx 36 per year				40	40	This reduction is dependent on reducing the number of formal meetings and review of the constitution.	Accept	No or minimal impact on front-line service delivery and performance.
25	Chief Executive's (OD&L)	OD&L	Reduce Change and Project Management budget or transfer retained staff to directorates	70				70	Service budget picks up post & assimilates into structure	Accept	No or minimal impact on front-line service delivery and performance.
26	Chief Executive's (OD&L)	OD&L	Restructure Personnel & OD&L	50				50	more posts are affected as reorg will deliver efficiency by changing service delivery model	Accept	No or minimal impact on front-line service delivery and performance.
27	Chief Executive's (OD&L)	OD&L	Deletion of 50% of a support post from rationalisation of contracts for social services training	10				10	Re allocation of work within the team	Accept	No or minimal impact on front-line service delivery and performance.
28	Chief Executive's (OD&L)	OD&L	Reduce staff events to 1 per year		25			25	Fewer opportunities for council leadership to speak directly to large groups of staff; risk to lip / CPA rating etc.	Accept	No or minimal impact on front-line service delivery and performance.
29	Chief Executive's (OD&L)	OD&L	Reduce staff survey frequency to once every 2 years		16			16	Poorer picture / understanding of staff attitudes and use of management tools & frameworks	Accept	No or minimal impact on front-line service delivery and performance.
30	Chief Executive's (OD&L)	OD&L	Review model of service delivery for all transactional HR services				70	70	Work to be scoped. Estimate 10/11 saving will deliver minimum £70K	Accept	No or minimal impact on front-line service delivery and performance.

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31	Chief Executive's (OD&L)	OD&L	Review service model for advisory & developmental delivery – work in partnership with others				70	70	Work to be scoped. Estimate 10/11 saving will deliver minimum £70K	Accept	No or minimal impact on front-line service delivery and performance.
32	Chief Executive's (OD&L)	OD&L	Do not fill vacancies in equalities, OD, & Personnel	160				160	dependent upon corporate reorg	Accept	No or minimal impact on front-line service delivery and performance.
<b>OD&amp;L Total</b>				<b>351</b>	<b>109</b>	<b>66</b>	<b>180</b>	<b>706</b>			
33	Chief Executive's (Strategy)	Communication	Management and support / corporate saving.	10				10	Original target for 2007/08 was 50k. Savings of 40K have been passed over to the CVST and this is reflected in the new cashable savings for CVST. Therefore 10K is retained within management and support and will be achieved through a reduction in salary budget	Accept	No or minimal impact on front-line service delivery and performance.
34	Chief Executive's (Strategy)	Communication	Corporate Voluntary Sector Team	111	80	67	69	327	Savings for 06/07 have been achieved by reducing the new initiatives development fund grants. Savings in 07/08 (71k) and 08/09 (60k) will be achieved by not passing on the inflationary increase in the grants budget to voluntary sector groups, which effectively means a reduction in funding to groups. Savings in 2008/09 (11K), 2009/10 (67K) and 2010/11 (69K) will be achieved by not passing on the inflationary increase in the grants budget to voluntary sector groups. Savings in 2007/08 (12K) and 2008/09 (12K) will be achieved reducing the small grants budgets (NIDF).	Accept	No or minimal impact on front-line service delivery and performance.
35	Chief Executive's (Strategy)	Communication	Policy	20				20	Savings for 2006/07 have been achieved by reducing staff salaries, through a team restructuring. Savings in 2007/08 will be achieved through reduction in consultancy fees budget	Accept	No or minimal impact on front-line service delivery and performance.
36	Chief Executive's (Strategy)	Communication	Communications	24	24			47	Savings for 2007/08 and 2008/09 will be met through print / design efficiencies. CEMB have agreed the process for collecting Marketing information from the whole Council. This information will be analysed to capture print work that is being outsourced and does not come through CCU. Subject to CEMB ensuring that all work requiring print comes through CCU enabling CCU to purchase print services in bulk from approved Whitehall frameworks at the best possible prices making a council wide saving. We will also be renewing our existing Local print and design framework to achieve further efficiency savings.	Accept	No or minimal impact on front-line service delivery and performance.
37	Chief Executive's (Strategy)	Communication	Regeneration	68	1		38	107	Staff post Deputy Manager will be deleted (currently on agency contract).	Accept	No or minimal impact on front-line service delivery and performance.
38	Chief Executive's (Strategy)	Communication	Management and support				44	44	Saving will be taken from various budgets within business units (yet to be determined)	Accept	No or minimal impact on front-line service delivery and performance.
39	Chief Executive's (Strategy)	Communication	Policy	10	1		18	29	Savings to be taken from consultancy fees and training budget	Accept	No or minimal impact on front-line service delivery and performance.
40	Chief Executive's (Strategy)	Communication	Communications		19		38	57	savings through print efficiencies. If plans to direct more council wide design and print spend through the CCU are successful, this will be achieved by purchasing services which offer better value for money. If this cannot be achieved then savings will be made by reducing staff posts.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Communication Total</b>				<b>243</b>	<b>125</b>	<b>67</b>	<b>207</b>	<b>641</b>			
41	Chief Executive's (Strategy)	Safer Communities	0.5 reduction of a Social Worker post within YOS		20			20	Victim support work would then cease to be provided given other short term funding ending	Accept - Seek alternative funding	No or minimal impact on front-line service delivery and performance.
42	Chief Executive's (Strategy)	Safer Communities	Reduction in hours of PA to Head of Safer Communities		5			5	Additional support is not available elsewhere within the Business Unit. Will impact on the overall performance of the Head of Safer Communities.	Accept	No or minimal impact on front-line service delivery and performance.



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43	Chief Executive's (Strategy)	Safer Communities	Reduction in hours of Administrator within the YOS	4	0	0	0	4	There is already limited admin support within the YOS. This will impact on Caseworkers having to take on some administrative duties thereby impacting on their work with young people. The YOS is very heavily dependent on short-term funding.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Safer Communities Total</b>											
44	Children's Service	Business Support & Development	Better Haringey	5	29	0	0	29	5 Mainsreaming of work	Accept	No or minimal impact on front-line service delivery and performance.
45	Children's Service	Business Support & Development	Legal charges	20				20	Dependant on legal services developing a successful legal 'insurance' scheme for schools. Also requires tight control on calls for legal advice. Potential loss of income to legal services.	Accept	No or minimal impact on front-line service delivery and performance.
46	Children's Service	Business Support & Development	Recruitment advertising	20				20	In view of overall financial restraints, recruitment should reduce. Budget to be devolved to branches.	Accept	No or minimal impact on front-line service delivery and performance.
47	Children's Service	Business Support & Development	Directors Reduction in use of consultants		10			10		Accept	No or minimal impact on front-line service delivery and performance.
48	Children's Service	Business Support & Development	Admissions staff savings on casual admissions taking in-house the administration of appeals and end of SOC	15	34			49	Depends on successful implementation of hard to place student protocol which requires independent sign up from all maintained schools. Work currently done by Member Services, who will lose income of approx. £100k	Accept	No or minimal impact on front-line service delivery and performance.
49	Children's Service	Business Support & Development	ICT & One staff member to term time only & Replace Centris by Impulse & Grant funding one post from ECM ISA grant to work on client index	61				61	Post is currently vacant. ISA funding guaranteed to March 2008 with high probability of continuation beyond. DIES recommending permanent appointments	Accept	No or minimal impact on front-line service delivery and performance.
50	Children's Service	Business Support & Development	Education Property Management – additional capitalisation of salaries	40	40			80	Staffing is largely determined by size of capital programme	Accept	No or minimal impact on front-line service delivery and performance.
51	Children's Service	Business Support & Development	Pendarren House. Reduction in R and M due to high recent investment; additional income from Summer opening and other charges.	10	8			18	Depends on continued success of centre in attracting paying custom	Accept	No or minimal impact on front-line service delivery and performance.
52	Children's Service	Business Support & Development	PDC Centre and Administration	21				21	A number of minor efficiency savings.	Accept	No or minimal impact on front-line service delivery and performance.
53	Children's Service	Business Support & Development	Student Support Management	34				34	Assumes redeployment and no increase in Customer Services Costs	Accept	No or minimal impact on front-line service delivery and performance.
54	Children's Service	Business Support & Development	Efficiency savings to be identified to this valve	12	50		142	204		Accept	No or minimal impact on front-line service delivery and performance.
<b>Business Support &amp; Development Total</b>				<b>238</b>	<b>142</b>	<b>0</b>	<b>142</b>	<b>522</b>			
55	Children's Service	Children & Families	Reduction in LAC population by increasing adoption.	892				892	This area is at risk target for adoptions has been met but the number of children becoming looked after has exceeded the original assumptions.	Accept	No or minimal impact on front-line service delivery and performance.
56	Children's Service	Children & Families	Family support Service re-configuration	114				114		Accept	No or minimal impact on front-line service delivery and performance.
57	Children's Service	Children & Families	Admin efficiencies		101			101	To be achieved through service reconfiguration	Accept	No or minimal impact on front-line service delivery and performance.
58	Children's Service	Children & Families	Day Care		97			97	Savings as a result of further development of children centres delivering the service.	Accept	No or minimal impact on front-line service delivery and performance.

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59	Children's Service	Children & Families	Service reconfiguration		7			7	Efficiencies as a result of reconfiguration of service	Accept	No or minimal impact on front-line service delivery and performance.
60	Children's Service	Children & Families	Staffing efficiencies through further integration of the Children and Young People's Service and the roll out of Children's networks.	326	582			908	The Children and Young People's Service aims to achieve much higher levels of earlier intervention and prevention which means that the overall financial strategy is to reduce spend on specialist and acute intervention services and refocus work at an earlier stage	Accept	No or minimal impact on front-line service delivery and performance.
61	Children's Service	Children & Families	Admin efficiencies	76				76		Accept	No or minimal impact on front-line service delivery and performance.
62	Children's Service	Children & Families	Case work and Finance SEN	64				64		Accept	No or minimal impact on front-line service delivery and performance.
63	Children's Service	Children & Families	SEN transport	7				7		Accept	No or minimal impact on front-line service delivery and performance.
64	Children's Service	Children & Families	Deletion of vacant training post, redelivered through a trading account	64				64		Accept	No or minimal impact on front-line service delivery and performance.
65	Children's Service	Children & Families	SEN transport		34			34		Accept	No or minimal impact on front-line service delivery and performance.
66	Children's Service	Children & Families	Family support service efficiencies		9			9		Accept	No or minimal impact on front-line service delivery and performance.
67	Children's Service	Children & Families	Reconfiguration of Leaving Care Service		25			25		Accept	No or minimal impact on front-line service delivery and performance.
68	Children's Service	Children & Families	SEN admin		29			29		Accept	No or minimal impact on front-line service delivery and performance.
69	Children's Service	Children & Families	Efficiencies from fostering service reconfiguration		42			42		Accept	No or minimal impact on front-line service delivery and performance.
<b>Children &amp; Families Total</b>				<b>1543</b>	<b>926</b>	<b>0</b>	<b>0</b>	<b>2,469</b>			
70	Children's Service	School Standards & Inclusion	Consolidate the current Head of Early Childhood Service post	65				65	Depends on other service areas being able to support teams	Accept	No or minimal impact on front-line service delivery and performance.
71	Children's Service	School Standards & Inclusion	Transfer funding for Head of Secondary Innovations post and fund through recharges to BSF	80				80	Depends on funds being available through BSF	Accept	No or minimal impact on front-line service delivery and performance.
72	Children's Service	School Standards & Inclusion	Reduction of a post across primary standards	14				14	May cause future problems due to lack of capacity to provide additional support for school improvement	Accept	No or minimal impact on front-line service delivery and performance.
73	Children's Service	School Standards & Inclusion	Realign Head of Secondary Standards post from 2008-9		65			65	Post currently vacant and filled by a Consultant.	Accept	No or minimal impact on front-line service delivery and performance.
74	Children's Service	School Standards & Inclusion	Consolidate service within terms of grants		60			60	Post currently vacant	Accept	No or minimal impact on front-line service delivery and performance.
75	Children's Service	School Standards & Inclusion	Further savings to be identified through the greater integration of services as the Children's Networks develop.				125	125		Accept	No or minimal impact on front-line service delivery and performance.

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76	Children's Service	School Standards & Inclusion	Income generation activities	50	125	0	125	459	Depends on income generation being successful	Accept	No or minimal impact on front-line service delivery and performance.
<b>School Standards &amp; Inclusion Total</b>				<b>209</b>	<b>125</b>	<b>0</b>	<b>125</b>	<b>459</b>			
77	Children's Service	Service Delivery & Performance	Delete 4th Second Tier Post but retain some capacity for project management	60				60	Developing the roles of the Heads of Children's Networks and other third tier officers.	Accept	No or minimal impact on front-line service delivery and performance.
78	Children's Service	Service Delivery & Performance	Play Service	150	203			62	Dependent upon the development is in line with the Extended Schools Strategy	Accept	No or minimal impact on front-line service delivery and performance.
<b>Service Delivery &amp; Performance Total</b>				<b>210</b>	<b>203</b>	<b>0</b>	<b>62</b>	<b>475</b>			
79	Environment	Enforcement	Pest Control charges – progressive move to cost neutral service through service charge review.	50	50			100	Members will need to agree a change in charging policy including provision for targeted subsidised charges. There will be a potential increase in enforcement activity to protect public health.	Accept	No or minimal impact on front-line service delivery and performance.
80	Environment	Enforcement	Administration costs reduced through efficiencies	13				13	Dependent upon improvements in IT systems and staff competences. Customer Service improvements.	Accept	No or minimal impact on front-line service delivery and performance.
81	Environment	Enforcement	Increased use of FPN. Increased use will increase income achieved.	15	10	5		40	Enforcement Policy and continued funding of service – see 12b	Accept	No or minimal impact on front-line service delivery and performance.
82	Environment	Enforcement	Animal welfare Animal Warden post put to market test.	25				25	Assumes that a contract for stray and licensable activities would bring savings.	Accept	No or minimal impact on front-line service delivery and performance.
83	Environment	Enforcement	Environmental Crime- review of work with proposals that could generate savings be taken in 2010			110		110	Subject to review – assumes that progress made will have had sustained reduction in offending in priority areas	Accept	No or minimal impact on front-line service delivery and performance.
84	Environment	Enforcement	Commercial Inspections – review of work with proposals that could generate savings be taken in 2008	80				80	Subject to review – assumes that progress made will have had sustained reduction in offending in priority areas	Accept	No or minimal impact on front-line service delivery and performance.
85	Environment	Enforcement	Regeneration Teams to be reduced with two officer posts deleted.	80				80	The PSHS will determine priorities and this may be contrary to strategy. Is dependent upon being able to reduce field based activity and move to partnering and sub regional working. Is also linked to capital funding programme for group repair.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Enforcement Total</b>				<b>90</b>	<b>233</b>	<b>10</b>	<b>115</b>	<b>448</b>			
86	Environment	Planning, Policy & Performance	Cost recovery through s106 contribution	64				64	On Target for achievement in 2006/07	Accept	No or minimal impact on front-line service delivery and performance.
87	Environment	Planning, Policy & Performance	Planning fees increase	27	30			57	On Target for achievement in 2006/07	Accept	No or minimal impact on front-line service delivery and performance.
88	Environment	Planning, Policy & Performance	Increase in Planning fees			30		30	Consultation on national planning fees currently underway.	Accept	No or minimal impact on front-line service delivery and performance.
89	Environment	Planning, Policy & Performance	Increased Building Control fees		20			40	Planned development of Key sites	Accept	No or minimal impact on front-line service delivery and performance.
90	Environment	Planning, Policy & Performance	Reduction of Support staff	35				17	Reduced support staff	Accept	No or minimal impact on front-line service delivery and performance.
91	Environment	Planning, Policy & Performance	Reduction in Planning policy staff		40			40	Difficulty in delivering milestones of AMR.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Planning, Policy &amp; Performance Total</b>				<b>126</b>	<b>90</b>	<b>50</b>	<b>17</b>	<b>283</b>			

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92	Environment	Recreation	Improved open space facilities management	20				20	More efficient approach to works procurement and better VFM. Development of Corporate Management of Property should enhance further.	Accept	No or minimal impact on front-line service delivery and performance.
93	Environment	Recreation	Cemetery burial price/income 20% over 3 yrs	25				25	Price increase implemented and income on target.	Accept	No or minimal impact on front-line service delivery and performance.
94	Environment	Recreation	Increased Allotment Premium charges.	15				15	Delayed pending establishment of infrastructure improvement programme.	Accept	No or minimal impact on front-line service delivery and performance.
95	Environment	Recreation	Lease Finsbury Park Track & Gym	20				20	Preparation work to be prioritised in second half of 2006/7.	Accept	No or minimal impact on front-line service delivery and performance.
96	Environment	Recreation	Options for Leisure Transfer		260	100	104	464	Successful Procurement - Preparation work to be prioritised in second half of 2006/7.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Recreation Total</b>				<b>80</b>	<b>260</b>	<b>100</b>	<b>104</b>	<b>544</b>			
97	Environment	Streetscene	Parking - Achieving these income improvements dependent on the proposed revenue and capital investment in service improvements and on agreement of proposed changes to staffing structure and conditions	267				267		Accept	No or minimal impact on front-line service delivery and performance.
98	Environment	Streetscene	Review of Parking Charges and number of pay & display bays.	75	225			300	Deliverable subject to parking charges review being agreed and timescales being met.	Accept	No or minimal impact on front-line service delivery and performance.
99	Environment	Streetscene	Highways reactive maint.	35				35	On target	Accept	No or minimal impact on front-line service delivery and performance.
100	Environment	Streetscene	Waste contract monitoring (2 staff)	50				50	Deliverable	Accept	No or minimal impact on front-line service delivery and performance.
101	Environment	Streetscene	Reduced waste disposal costs due to increase in recycling.	80	20			100	Deliverable	Accept	No or minimal impact on front-line service delivery and performance.
102	Environment	Streetscene	Waste Management efficiency savings		50			50	Deliverable	Accept	No or minimal impact on front-line service delivery and performance.
103	Environment	Streetscene	Civica Licences		30			30	Deliverable	Accept	No or minimal impact on front-line service delivery and performance.
104	Environment	Streetscene	Sick Absence Management	42				42	Deliverable	Accept	No or minimal impact on front-line service delivery and performance.
105	Environment	Streetscene	Other Streetscene efficiency savings	20	88			108	Deliverable	Accept	No or minimal impact on front-line service delivery and performance.
106	Environment	Streetscene	Improving and expanding all recycling collection services				50	50	Approved capital bid	Accept	No or minimal impact on front-line service delivery and performance.
107	Environment	Streetscene	Sick absence savings in Parking	30	30			60		Accept	No or minimal impact on front-line service delivery and performance.
108	Environment	Streetscene	Integrated Waste Management & Transport contract				1020	1,020	Award of new contract	Accept	No or minimal impact on front-line service delivery and performance.
<b>Streetscene Total</b>				<b>599</b>	<b>443</b>	<b>0</b>	<b>1070</b>	<b>2,112</b>			

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109	Finance	Benefits & Local Taxation	Increased benefit overpayment income covered by subsidy.	30				30	Debt analysis review undertaken and recommendations tabled.	Accept	No or minimal impact on front-line service delivery and performance.
110	Finance	Benefits & Local Taxation	Reduction in contractor costs.	25				25	Contracts being reviewed and discussions ongoing.	Accept	No or minimal impact on front-line service delivery and performance.
111	Finance	Benefits & Local Taxation	Improvement and targeting of the collection of court costs for council tax and NNDR.	45				45	Review being undertaken.	Accept	No or minimal impact on front-line service delivery and performance.
112	Finance	Benefits & Local Taxation	Reduction in the cost of the SX3 support and maintenance contract.	4	3	5		17	Contract lock-in for 5 years	Accept	No or minimal impact on front-line service delivery and performance.
113	Finance	Benefits & Local Taxation	Reduction in paper storage costs linked to court and audit acceptance.		15	10		30	Nil	Accept	No or minimal impact on front-line service delivery and performance.
114	Finance	Benefits & Local Taxation	Potential savings from the value for money review	40	45			85	Result of VFM review	Accept	No or minimal impact on front-line service delivery and performance.
115	Finance	Benefits & Local Taxation	Limit the use of pre-paid envelopes on a phased use basis. Pre-paid envelopes are currently sent with a number of key documents and ensuring a response from customers is critical. A review of the documents sent with pre-paid envelopes will be undertaken and a removal of the service reconsidered. Risks will be analysed and benchmarking undertaken.	10	10	10		40	Possible reduced customer satisfaction.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Benefits &amp; Local Taxation Total</b>				<b>154</b>	<b>73</b>	<b>25</b>	<b>20</b>	<b>272</b>			
116	Finance	Corporate Finance	Reduction in external audit fees related to improvements in grant claim submission (Non service revenue account)	20	20			60		Accept	No or minimal impact on front-line service delivery and performance.
117	Finance	Corporate Finance	Review of Corporate Finance staffing levels - including removal of 1 project accountant and 1 Trainee Accountant.	75				75	This will be achieved (affecting 2 vacant posts).	Accept	No or minimal impact on front-line service delivery and performance.
118	Finance	Corporate Finance	Review of debt management procedures including reduction of central control of debt management	3	15			18		Accept	No or minimal impact on front-line service delivery and performance.
119	Finance	Corporate Finance	Closure of HPS (cashiers) office on 247 High Road and transfer service to Customer Services using 'kiosk' technology.			125		125	Transfer of function to Customer Services	Accept	No or minimal impact on front-line service delivery and performance.
120	Finance	Corporate Finance	Non renewal of personal accident insurance policy	73				73		Accept	No or minimal impact on front-line service delivery and performance.
<b>Corporate Finance Total</b>				<b>171</b>	<b>35</b>	<b>145</b>	<b>0</b>	<b>351</b>			
121	Finance	Corporate Procurement	High Street Retail Contracts	35				35	Currently being negotiated through OGC Buying Solutions Frameworks.	Accept	No or minimal impact on front-line service delivery and performance.
122	Finance	Corporate Procurement	Procurement savings target from corporate initiatives - re-phasing of part of £2m target	(500)	500			-		Accept	No or minimal impact on front-line service delivery and performance.

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123	Finance	Corporate Procurement	Staffing reductions	19				19	2 recent manager vacancies will be reviewed.	Accept	No or minimal impact on front-line service delivery and performance.
124	Finance	Corporate Procurement	Improved processes. Reduction in printing cost & stationery in favour of electronic	9				9		Accept	No or minimal impact on front-line service delivery and performance.
125	Finance	Corporate Procurement	Flexible working. Re-grading or introducing part-time working		17			17		Accept	No or minimal impact on front-line service delivery and performance.
126	Finance	Corporate Procurement	Will be achieved through ongoing re-organisation of duties and the potential deletion of posts as natural wastage opportunities arise.	38		52	63	153	SM2 post deleted and duties re-organised to fund 2006/07 savings.	Accept	No or minimal impact on front-line service delivery and performance.
127	Finance	Corporate Procurement	XML middleware		5	10		25		Accept	No or minimal impact on front-line service delivery and performance.
<b>Corporate Procurement Total</b>				<b>-399</b>	<b>522</b>	<b>62</b>	<b>73</b>	<b>258</b>			
128	Finance	Property Services	40 Cumberland Road – Rent review reductions	45				45	Achieved	Accept	No or minimal impact on front-line service delivery and performance.
129	Finance	Property Services	48 Station Road – Rent Review Reductions	25				25	Achieved	Accept	No or minimal impact on front-line service delivery and performance.
130	Finance	Property Services	Hornsey Town Hall – Operational staff reductions	64			42	106	Staff reduction savings were programmed to coincide with the disposal of the Town Hall under the Accommodation Strategy. As the disposal has now moved back to 2009/10, some staff savings will not be made until then.	Accept	No or minimal impact on front-line service delivery and performance.
131	Finance	Property Services	Tottenham Town Hall – Operational staff reductions	18				18	On target	Accept	No or minimal impact on front-line service delivery and performance.
132	Finance	Property Services	Review of Commercial Portfolio and implementation of Manhattan with improved debt management	95	150			245	Planned program to catch up on back rent reviews, reduce voids and provide income growth which, in line with more efficient working practices specifically through the use of Manhattan functionality, should enable these targets to be met.	Accept	No or minimal impact on front-line service delivery and performance.
133	Finance	Property Services	Appeals against Rateable values following publication of 2005 rating list.		100			100	Negotiations with external consultants in progress and provisional appeal dates agreed with Valuation Office.	Accept	No or minimal impact on front-line service delivery and performance.
134	Finance	Property Services	FM Outgoing Rent - Additional savings on 48 Station Road.	30				30	None	Accept	No or minimal impact on front-line service delivery and performance.
135	Finance	Property Services	FM Income - Additional lettings and rent increases have meant that the "commercial" rent income elements of the FM portfolio have overachieved against budget in last two years and will continue to do so.	40				40	None	Accept	No or minimal impact on front-line service delivery and performance.
136	Finance	Property Services	Increased fee charges (disposals) Currently fees charged to purchasers at 2%, proposed increase to 2½%	10				10	None	Accept	No or minimal impact on front-line service delivery and performance.
137	Finance	Property Services	Additional fee income (Valuation / Development) Supporting regeneration projects not relating to Council Land.		10	10	10	30	None	Accept	No or minimal impact on front-line service delivery and performance.
138	Finance	Property Services	Aerial Sites Identify new locations and market potential sites to telecommunication companies.		10	10	10	30	Subject to necessary approvals and policies	Accept	No or minimal impact on front-line service delivery and performance.

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139	Finance	Property Services	Energy Conservation Savings (see capital bid)	30	30			60	Dependent upon successful Capital bid	Accept	No or minimal impact on front-line service delivery and performance.
140	Finance	Property Services	Advertising Hoardings - 1. Use of external contractor to maximise income from existing sites and regulate illegal sites and 2. Increase income by letting new sites to advertisers.		50	50		150	6 new sites initially identified along Watermead Way, Tottenham producing 50k. Subject to Planning Approval	Accept	No or minimal impact on front-line service delivery and performance.
141	Finance	Property Services	Car Parking - review of current office provision. Review current office provision with a view to bringing in a reduction in spaces / possibly charging		30	35		65	Subject to consultation with HR.	Accept	No or minimal impact on front-line service delivery and performance.
142	Finance	Property Services	Alexandra House Reception. As part of the refurbishment, redesign a "staff only" entrance to improve security, reduce receptions and achieve staff cost reduction. Some internally funded initial investment will be required.	15	15			30	No front line services being relocated to Alexandra House.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Property Services Total</b>				<b>372</b>	<b>395</b>	<b>105</b>	<b>112</b>	<b>984</b>			
143	Legal	Legal	Registrars - potential new income stream from naming and renewal of vows ceremonies	3	3	3		12		Accept	No or minimal impact on front-line service delivery and performance.
<b>Legal Total</b>				<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>12</b>			
144	Social Services	Housing Strategy & Needs	Cross service efficiencies	125				125	On target	Accept	No or minimal impact on front-line service delivery and performance.
145	Social Services	Housing Strategy & Needs	Corporate Projects - Efficiency Savings	148				148	On Target	Accept	No or minimal impact on front-line service delivery and performance.
146	Social Services	Housing Strategy & Needs	Centralisation of supplies ordering	5				5		Accept	No or minimal impact on front-line service delivery and performance.
147	Social Services	Housing Strategy & Needs	Review of essential Car user allowances	20				20		Accept	No or minimal impact on front-line service delivery and performance.
148	Social Services	Housing Strategy & Needs	Reducing temp staff	50	90	90		230	Successful permanent recruitment	Accept	No or minimal impact on front-line service delivery and performance.
149	Social Services	Housing Strategy & Needs	Training rationalisation		20	20		20		Accept	No or minimal impact on front-line service delivery and performance.
150	Social Services	Housing Strategy & Needs	Home Connections joint procurement				60	60	Successful launch	Accept	No or minimal impact on front-line service delivery and performance.
151	Social Services	Housing Strategy & Needs	Release of staff brought in to achieve 2* service				155	155	Achievement of 2*	Accept	No or minimal impact on front-line service delivery and performance.
<b>Housing Strategy &amp; Needs Total</b>				<b>348</b>	<b>90</b>	<b>110</b>	<b>215</b>	<b>763</b>			
152	Social Services	Older	Implement VFM review recommendations to reduce costs By £5 per hour	300	200			500	Proposal aimed at reducing the unit cost of the service while maintaining the flexibility and quality already offered. This will not affect terms and conditions of staff. Benefits: Service achieves better value for money. More favourable benchmarking with other Authorities. Risks: No significant risks.	Accept	No or minimal impact on front-line service delivery and performance.

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153	Social Services	Older	Reduce OPS residential Care Undertaking the objectives of Our Health, Our Care, Our Say to provide more services in the community. There will be a reduction of 79 residential placements. The savings assumptions assume Reprovision costs in the community	150	150	150	150	600	Proposal aimed at reducing the number of frail elderly people in residential care and meeting their needs through community based services. At the same time residential provision for people with dementia will need to increase. Both aspects reflect current demographic trends. Overall net reduction of the 79 residential placements over the 4 years. Benefits: Reprovisioning through care in the community gives clients more choice. Risks: That there is not an adequate supply of appropriate community care services.	Accept	No or minimal impact on front-line service delivery and performance.
154	Social Services	Older	Marketing the Community Alarm Service This proposal will generate additional income with a charge of £4pw	100	100			200	Will market to owner occupiers and private businesses. Capital set up costs of £65k required Benefits: Crime prevention, in line with Community Safety Strategy. Risks: Cannot attract as many clients as projected / Low take-up	Accept	No or minimal impact on front-line service delivery and performance.
155	Social Services	Older	Review services at the Winkfield and Heaven Centres.	185				185	The proposal to merge the day centres will be subject to a review of these services that will be carried out in 2007/08.	Accept, though officers are required to carry out an early review of Day Care provision to determine whether the buildings are the most appropriate way of delivering these services.	No or minimal impact on front-line service delivery and performance.
156	Social Services	Older	Efficiencies from Telephone Monitoring in Homecare Improve invoice payments PI and ensure accuracy of charges		250			250	E-Care project. Phase 2 Will require some capital investment. Savings achieved through reduced charges from providers because of more accurate recording of hours worked by home carers, together with reduction in the number of staff involved in invoice processing. Benefits: will make more efficient use of resources. Risk: possible difficulties if current providers are reluctant to 'sign up' to the new system.	Accept	No or minimal impact on front-line service delivery and performance.
157	Social Services	Older	Voluntary Sector Review across the Council The voluntary sector has not been fully reviewed for a number of years – ensure sufficient re-provision available		1000			1,000	Will require a root & branch review of what we are commissioning from voluntary organisations. Agreed that the review should take in financial support to the voluntary sector across the council. Benefits: will ensure that there will be a thorough review of expenditure on services and schemes provided by the voluntary sector and that support does not continue in the same way as at present, purely for historical reasons. Risks: The provided savings are a target figure. The precise level of savings will only be verified once the review has been completed.	Accept	No or minimal impact on front-line service delivery and performance.



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158	Social Services	Older	Move Mental health Clients to Supported Housing	175	275			450	Involves reviewing/providing support packages that are appropriate need for 90 people, combined with transfer from residential care to supported housing (ordinary housing with support or sheltered housing). Also to increase number of people supported through day interventions by offering focused time limited interventions. Benefits: Will provide a more appropriate service at lower cost for 90 people. Risk: These mainly relate to the problems associated with the management of a complex programme of change for vulnerable people. Issues about relationship with existing residents in the community.	Accept	No or minimal impact on front-line service delivery and performance.
<b>Older Total</b>				<b>550</b>	<b>2060</b>	<b>425</b>	<b>150</b>	<b>3185</b>			
159	Social Services	Adults	Review SS Administration and streamline access processes	175	250	75		500	Savings estimated in admin and invoice payments functions. Customer Services Benefits: Will help to ensure that the use of resources allocated for support services are used efficiently. Risks: Will result in reduced organisational capacity and possibly ability to take on new projects/work.	Accept	No or minimal impact on front-line service delivery and performance.
160	Social Services	Adults	Implementation of the charging policy Bring forward, currently scheduled for 2008. Increase a number of charges in services that provide a significant subsidy currently	151	75	63		289	Proposal includes - increasing the maximum charge for internal residential care from £388 to £527 per week. This will affect 12 full cost payers. Increasing the charge for domiciliary care from £10 to £12.60 per hour. This will affect 100 clients paying full cost. Adjusting the fairer charging Disability Related Expenditure disregard from 70% to 65% in 2009/10. Increasing the meals on wheels charge from £2.75 to £3.20 per meal phased over three years.	Accept	No or minimal impact on front-line service delivery and performance.
161	Social Services	Adults	Transfer of respite provision for people with learning disabilities at Talbot Road to Whitehall Street.	200	50			250	Currently 25 people regularly use Talbot Road for respite care during the year. This service will continue to be available at Whitehall Street instead. Benefits: Will make more effective use of resources and also enable the respite service to be provided at a newly refurbished building. Risks: Transfer of respite service from Talbot Road to Whitehall Street is based on current/historical levels of demand. Any increase in demand for residential respite would have to be purchased in the independent sector (this is not considered likely).	Accept	No or minimal impact on front-line service delivery and performance.
162	Social Services	Adults	Transfer of service provision from Keston Road.	65	65			130	Approximately 110 people are on Keston's books with an average daily attendance of 95. The proposal involves closing Keston and re-providing and enhancing the service the centre currently offer through a range of other community based facilities. There is no plan to reduce the number of people who receive a service - it will just be provided in a different, more modern way. Benefits: Would result in the provision of a more modern and varied service as well as releasing a building which is not ideal as a day facility. Risks: Whilst the ultimate outcome will be the provision of a better service for users, the process of change will create anxiety on the part of service users and carers	Accept	No or minimal impact on front-line service delivery and performance.
<b>Adults Total</b>				<b>591</b>	<b>440</b>	<b>138</b>	<b>0</b>	<b>1169</b>			
<b>Accept Total</b>				<b>5887</b>	<b>6907</b>	<b>1775</b>	<b>2815</b>	<b>17383</b>			

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163	Social Services	Older	Closure of OPS Drop in's Some centres under utilised	140	125			265	The Drop In Centres are a non-statutory, non-assessed open access service for less frail older people. There are currently over 500 people on the books of the 4 Drop In Centres. Whilst some would meet 'Fair Access' criteria for the provision of a service, some would not. Attempts would be made to redirect people to other services eg. in the voluntary sector, but this would not be possible in all cases. Risks: Lack of preventative care in the drop ins will mean that some people will need substantial care sooner. Social facilities of this type prevent isolation.	Reject	Impact on service delivery.
<b>Older Total</b>				<b>140</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>265</b>			
164	Chief Executive's (Strategy)	Safer Communities	Social Worker Post within the YOS	40				40	Recent positive inspection report; this reduction will seriously and negatively impact on YOS performance – particularly in victim work, which is already weak area. This will result in increase in youth crime. YJB will reduce by same amount from its grant to YOS (stated in grant conditions)	Reject	Impact on service delivery.
<b>Safer Communities Total</b>				<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>			
165	Children's Service	Children & Families	Staffing efficiencies through further integration of the Children and Young People's Service and the roll out of Children's networks	233	63		1129	1,425	Reconfiguration of service. Efficiencies achieved through integration of services moving away from a district office to a service specific model.	Reject	Savings not fully developed.
<b>Children &amp; Families Total</b>				<b>233</b>	<b>63</b>	<b>0</b>	<b>1129</b>	<b>1,425</b>			
<b>Reject Total</b>				<b>413</b>	<b>188</b>	<b>0</b>	<b>1129</b>	<b>1730</b>			
<b>Grand Total</b>				<b>6300</b>	<b>7095</b>	<b>1775</b>	<b>3944</b>	<b>19113</b>			

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1	Chief Executive's (OD&L)	OD&L	Savings to be achieved by cuts to staffing provision	36				36	The capacity of the teams will be reduced.	No or minimal impact on front-line service delivery and performance.	Accept
2	Chief Executive's (OD&L)	OD&L	Budget Reduction	16				16	Reduction in budget through combination of service cuts and staffing measures.	No or minimal impact on front-line service delivery and performance.	Accept
3	Chief Executive's (OD&L)	OD&L	Cuts in staffing resources - equivalent to 2 FTE staff	67				67	This will impact service delivery, the SLA will need to be adjusted to take account of the impact on service provision.	No or minimal impact on front-line service delivery and performance.	Accept
4	Chief Executive's (OD&L)	OD&L	Budget Reduction	23				23	The reduction in Improvers budget will also cover savings to OD manager and Chief Execs Secretariat	No or minimal impact on front-line service delivery and performance.	Accept
5	Chief Executive's (OD&L)	OD&L	Cuts in staffing resources - equivalent to 1 FTE staff in member & business support team	30				30	Re-allocation of work within the business unit, this will impact on service delivery to frontline councillors.	No or minimal impact on front-line service delivery and performance.	Accept
6	Chief Executive's (OD&L)	OD&L	Reduction of non grant funded learning and development programme spend and support across the Social Care sector.	33				33	This will require reworking of social care training budgets and rationalisation of consultant support to Adults and Older people services to reduce programme spend and support to essential to role training only. This is likely to be poorly received by social care staff and their managers where management skills training has helped stabilise turnover in a hard to recruit to section of the workforce.	No or minimal impact on front-line service delivery and performance.	Accept
<b>OD&amp;L Total</b>				<b>205</b>				<b>205</b>			
7	Chief Executive's (Strategy)	Policy & Regeneration	VOLUNTARY SECTOR - Deletion of the contingency budget, deletion of the training budget, deletion of the newsletter budget, reduction in administrative support and small programme	73				73	Groups could be not be given funding to avert situations where their sustainability is threatened, external support for developmental work could not take place and training for groups or the voluntary sector newsletter could not be funded. Furthermore it means a reduction in administrative support to the team and a further cut in the small grants programme.	No or minimal impact on front-line service delivery and performance.	Accept
8	Chief Executive's (Strategy)	Policy & Regeneration	REGENERATION - Reduction in the employment and skills programme	15				15	Reduction in the units ability to match fund programmes delivering employment and skills training. This will impact on our ability to tackle the worklessness problem. More can be offered up but it will further impact on the delivery of employment and skills training programmes.	No or minimal impact on front-line service delivery and performance.	Accept
<b>Policy &amp; Regeneration Total</b>				<b>88</b>				<b>88</b>			
9	Children & Young People's Service	Business Support & End OD&L Development & SSI SSI	provision to BSD and SSI	36				36	Very little impact on the Children and YP Service but greater impact centrally. CYPs has a training budget for the specialised work that it does to ensure staff are up to date with developments.	No or minimal impact on front-line service delivery and performance.	Accept
10	Children & Young People's Service	Business Support & End OD&L Development & SSI	ICT hardware maintenance	4				4	We anticipate that these savings will be made from improved procurement.	No or minimal impact on front-line service delivery and performance.	Accept
11	Children & Young People's Service	Business Support & End OD&L Development & SSI	Better Haringey	25				25	Much BH activity for young people will be delivered through coordination of existing mainstream activities and so this could be offered as a saving.	No or minimal impact on front-line service delivery and performance.	Accept

12	Children & Young People's Service	Business Support & Translation Development & SSI	10	10	We could change to provide most translation on demand rather than pro-active thereby making a saving of this order.	No or minimal impact on front-line service delivery and performance.	Accept
13	Children & Young People's Service	Business Support & Development & SSI	16	16	We anticipate lower levels of recruitment than in previous years and could anticipate this as a saving in 07/08.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Business Support &amp; Development &amp; SSI Total</b>	<b>91</b>	<b>91</b>			
14	Children & Young People's Service	Children & Families Children Services Grant	400	400	<p>The following is a breakdown of new items to be covered by the increase of £400k in the Children Services Grant. The Service would have to find how to reprovide these new areas of work from within the base budget as follows:</p> <p>1. To fund range of new duties under the Education &amp; Inspection Act 2006 (£28k)</p> <p>2. Funding for new statutory duty to identify children not receiving an education (£36k)</p> <p>3. Funding for Child Death Review Panels Awaiting guidance from Dfes to be implemented by March 2008 (Unknown)</p> <p>4. Extension of LSCB duties shortfall (£67k)</p> <p>5. Provision of new statutory support duties under the Adoption &amp; Special Guardianship Act. There is a gap of £53k in the budget from 06/07, costs to this budget are still rising as the new provisions only came into being this year.</p> <p>6. Extension of placement choice. Main area of pressure is in the residence order allowance budget where the projected shortfall for 07/08 is in excess of £100k. Ability to fund these orders supports the commissioning strategy. (£100k)</p>	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Children &amp; Families Total</b>	<b>400</b>	<b>400</b>			
15	Environment	Enforcement	92	92	Loss of 2 Street Wardens	No or minimal impact on front-line service delivery and performance.	Accept
16	Environment	Enforcement	28	28	Loss of 1 Pest Control Officer	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Enforcement Total</b>	<b>80</b>	<b>80</b>			

17	Environment	Streetscene	Further 20% increase in income from parking permit charges over the proposed charges to be reviewed early in 2007.	136	136	Review of parking charges has to take into consideration this proposed additional charge and dependent on it being approved.	No or minimal impact on front-line service delivery and performance.	Accept
18	Environment	Streetscene	Reduction in Community Clear Up scheme to solely collect in NRF areas.	113	113	It is part of the fabric of the services provided by Haringey Council and it is probably the one that is most liked by the residents who receive it and attracts many unsolicited compliments.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Streetscene Total</b>		<b>249</b>	<b>249</b>			
19	Environment	Planning, Policy & Performance	For 2007/08 the deletion of a Temporary Planning Officer post within the development control team. For subsequent years, a post will be deleted within the DC technical support team.	50	50	The impact on the DC team will be that the workloads of existing planning officers will increase by 10%, despite already being significantly higher than the industry average. For future years the impact on the support team will be to reduce the level of support grant given to processing applications and in particular dealing with consultations, and customer enquiries.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Planning, Policy &amp; Performance Total</b>		<b>50</b>	<b>50</b>			
20	Environment	Recreation	General efficiencies and review of spending on maintenance / planting	100	100			Accept
		<b>Recreation Total</b>		<b>100</b>	<b>100</b>			
21	Finance	Benefits & Local Taxation	Deletion of two scale 3/4 administration posts.	36	36	The reduction of two administrative posts will have minimal impact on Benefits and Local Taxation due to the expected added value that will be derived from the implementation of an improved electronic document management system effective from April 2007.	No or minimal impact on front-line service delivery and performance.	Accept
22	Finance	Benefits & Local Taxation	Reduction in storage costs.	13	13	Quality control procedures are being revised following a review and will support limited off-site paper storage. This will secure the saving required.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Benefits &amp; Local Taxation Total</b>		<b>49</b>	<b>49</b>			
23	Finance	Corporate Finance	Non filling of 2 currently vacant posts; 1 in the Financial Systems Team and 1 in the Social Services Team.	50	50	This will impact on the performance of both teams, however staffing reductions are the only way the target saving can be achieved. During 2007/08, Corporate Finance will undergo a restructure which will result in a staffing establishment that can be afforded within the reduced budget. As the saving (below) is a one-off, the restructure will need to find savings to the full target of £67k in a full year (2008/09 and beyond).	No or minimal impact on front-line service delivery and performance.	Accept
24	Finance	Corporate Finance	Insurance budget - refund from claims handling company	17	17	This is a one-off refund after the contractual up front payment made in 2005/06 has proven to be excessive. The 2 year review will definitely result in a refund to be paid in 2007/08.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Corporate Finance Total</b>		<b>67</b>	<b>67</b>			
25	Finance	Property Services	Acc. Strategy - Alterations	30	30	This budget is used to fund minor alterations e.g. minor partitioning changes, relocation of plug sockets etc. Removal of this £30k would mean either that works would not take place or that there would be a greater expectation on occupants to fund them.	No or minimal impact on front-line service delivery and performance.	Accept
26	Finance	Property Services	FM - Programmed R & M	40	40	The P&M budget is generally under pressure and bids have been made under the PBPR. By slipping existing programme items to future years, £40k saving is achievable in 2007/8 with the opportunity to recoup this in later years through planned procurement savings in the Corporate Management of Buildings Portfolio.	No or minimal impact on front-line service delivery and performance.	Accept
27	Finance	Property Services	Cash Limiting a range of expenditure budgets - various	60	60	Achieved by applying 2% savings to significant budget headings across the business unit, effectively wiping out inflation. These budget headings do not include those known to be under significant pressure.	No or minimal impact on front-line service delivery and performance.	Accept
28	Finance	Property Services	FM and Commercial - Floral Decorations	7	7	Would lose the plant / flower displays from the Civic Centre foyer (adjacent to registrars), River Park House Foyer and Technopark receptions.	No or minimal impact on front-line service delivery and performance.	Accept

29	Finance	Property Services	Reduce Internal Posts - Salaries and Transport	34					34	Reduce the number of internal post collections / deliveries. (Currently 3 rounds - 3 drivers and vans. All main buildings are visited twice per day, smaller buildings and members once per day. Would reduce to 2 rounds, with main buildings visited once per day, smaller buildings and members 2 or 3 times per week only).	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Property Services Total</b>		<b>171</b>					<b>171</b>			
30	Finance	Corporate Procurement	Deletion of two further posts within the Central Accounts Payable Team (in addition to previous efficiency reductions).	41					41	May impact upon our ability to pay invoices to agreed terms, namely 30 days. Our performance on invoice payments is currently running at 88%, against a target of 92%. Can be mitigated by further technology and process improvements.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Corporate Procurement Total</b>		<b>41</b>					<b>41</b>			
31	Social Services	Housing Strategy & Needs	To vacate a post in the Finance Team	37					37	Team will offer a lower level of support to Service Managers.	No or minimal impact on front-line service delivery and performance.	Accept
32	Social Services	Housing Strategy & Needs	Resolving employment position of a post for which we are currently funding 2 post holders.	35					35	Depending on all procedures being put in place to comply with legal agreement. Impact will be a saving on budget with no negative impact on service delivery.	No or minimal impact on front-line service delivery and performance.	Accept
33	Social Services	Housing Strategy & Needs	Maintaining vacancy for Partnerships Officer Post	37					37	Less extensive partnership working	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Housing Strategy &amp; Needs Total</b>		<b>109</b>					<b>109</b>			
34	Social Services		Reduce the Social Work Trainee Scheme	72					72	This is a recruitment and retention scheme for social workers across Children and families and Social Care. It is now planned to reduce the scheme to 8 trainees per annum from February 07. In addition to this, Children's services share of the saving is £90k in this financial year.	No or minimal impact on front-line service delivery and performance.	Accept
		<b>Social Services Total</b>		<b>72</b>					<b>72</b>			
35	Chief Executive's (Access)	Corporate IT	Re-profile of General Efficiencies	100	(100)				0		No or minimal impact on front-line service delivery and performance.	Accept
		<b>Corporate IT Total</b>		<b>100</b>	<b>(100)</b>				<b>0</b>			
36	Chief Executive's (Access)	Customer Service	Re-profile of General Efficiencies	50	(50)				0		No or minimal impact on front-line service delivery and performance.	Accept
		<b>Customer Service Total</b>		<b>50</b>	<b>(50)</b>				<b>0</b>			
37	Chief Executive's (Access)	Libraries & Museums	Additional income generation activities at Bruce Castle Museum and within the principal libraries including fines.	25					25		No or minimal impact on front-line service delivery and performance.	Accept
		<b>Libraries &amp; Museums Total</b>		<b>25</b>	<b>0</b>				<b>25</b>			
38	Chief Executive's (Access)	Neighbourhood Management	Re-profile of reduced use of Agency Staff / external funding	20	20	(40)			0		No or minimal impact on front-line service delivery and performance.	Accept
39	Chief Executive's (Access)	Neighbourhood Management	Enhancing Broadwater Farm CC - new hire changes in place proposal to move to either existing centre with an acceptable level of subsidy or reconfigure centre. Decision point September 2007.	10	75	(30)			127	The current budget for the Community Centre is £354k which includes £17k carry forward and £50k of circular funded rent. The true subsidy is, therefore, £287k. An acceptable level of subsidy for the centre is £80k. This saving reduces the base budget to this level by 30 September 2008. Within this there may be the requirement, if the additional income cannot be achieved, to reconfigure the centre.	No or minimal impact on front-line service delivery and performance.	Accept

London Borough of Haringey  
Further Saving Proposals (2%)

Appendix E2

40	Chief Executive's (Access)	Neighbourhood Management	Bring forward deletion of 1 admin/finance post by 6 months	15	(15)			0			No or minimal impact on front-line service delivery and performance.	Accept
				45	80	72	(70)	127				
		Neighbourhood Management Total		1,992	(70)	72	(70)	1,924				
		Grand Total										

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Appendix G

HRA Budget 2007/08 - 2011/12

Summary Housing Revenue Account (HRA)	2006/07		2007/08		2008/09		2009/10		2010/11		2011/12	
	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget
Rental Income	(2,132)	(60,707)	(2,379)	(63,086)	(2,770)	(65,857)	(3,012)	(68,869)	(3,163)	(72,032)	(3,153)	(75,185)
Non Dwelling Rents	(13)	(1,721)	(56)	(1,777)	(44)	(1,821)	(46)	(1,867)	(47)	(1,914)	(48)	(1,962)
HRA Subsidy	1,471	(21,966)	1,763	(20,203)	1,535	(18,668)	1,566	(17,103)	1,558	(15,545)	1,768	(13,777)
Tenanted Service Charge Income	(154)	(4,745)	(131)	(4,876)	(114)	(4,990)	(125)	(5,115)	(129)	(5,244)	(133)	(5,377)
Leasehold Service Charge Income	(727)	(5,697)	1,099	(4,598)	455	(4,143)	(136)	(4,279)	(140)	(4,418)	(144)	(4,562)
Misc Income	(41)	(8,550)	(42)	(8,592)	(41)	(8,633)	(43)	(8,676)	(44)	(8,720)	(45)	(8,765)
<b>Total Income</b>	<b>(1,597)</b>	<b>(103,387)</b>	<b>255</b>	<b>(103,132)</b>	<b>(980)</b>	<b>(104,112)</b>	<b>(1,796)</b>	<b>(105,908)</b>	<b>(1,964)</b>	<b>(107,873)</b>	<b>(1,755)</b>	<b>(109,628)</b>
Housing Management Costs	(971)	21,605	(901)	20,704	(1,808)	18,897	693	19,590	578	20,167	595	20,762
Bad Debt Provision	-	649	-	649	-	649	-	649	-	649	-	649
Responsive Repairs & Maint	(108)	19,759	307	20,066	(167)	19,899	471	20,370	491	20,861	505	21,366
Other Revenue Spend	(546)	3,953	(395)	3,558	219	3,777	(56)	3,721	-	3,721	-	3,721
HRA Cost of Rent Rebates	(436)	-	-	-	-	-	-	-	-	-	-	-
Capital Financing Charges	371	43,716	716	44,432	785	45,217	873	46,089	935	47,024	960	47,985
Service Charge Costs	559	13,590	578	14,168	411	14,579	423	15,002	435	15,437	448	15,885
<b>Total Spend</b>	<b>(1,131)</b>	<b>103,272</b>	<b>305</b>	<b>103,577</b>	<b>(560)</b>	<b>103,017</b>	<b>2,404</b>	<b>105,421</b>	<b>2,439</b>	<b>107,860</b>	<b>2,508</b>	<b>110,368</b>
<b>Total Housing Revenue Account</b>	<b>(2,728)</b>	<b>(115)</b>	<b>560</b>	<b>445</b>	<b>(1,540)</b>	<b>(1,095)</b>	<b>608</b>	<b>(487)</b>	<b>474</b>	<b>(12)</b>	<b>753</b>	<b>740</b>
<b>Planned Opening HRA Balance</b>												
Prior Year Adjustment		(4,347)		(3,878)		(3,432)		(4,527)		(5,013)		(5,026)
<b>Actual Opening HRA Balance</b>												
In-Year Use of Balances (as Period 7)		469		445		(1,095)		(487)		(12)		740
<b>Planned Closing Balance</b>		<b>(3,878)</b>		<b>(3,432)</b>		<b>(4,527)</b>		<b>(5,013)</b>		<b>(5,026)</b>		<b>(4,285)</b>

## HRA Budget 2007/08 - 2011/12

## Appendix G

HRA variations	2007/08	2008/09	2009/10	2010/11	2011/12
	Increase / (Decrease)	Increase / (Decrease)	Increase / (Decrease)	Increase / (Decrease)	Increase / (Decrease)
Contingency reduction	(1,000)	(500)	0	0	0
Previously agreed efficiencies	(1,777)	(1,050)	0	0	0
New efficiencies	(890)	(1,000)	0	0	0
Income	(13)	0	0	0	0
Inflation	2,378	1,503	1,550	1,512	1,554
Lease expiry	187	219	(56)	0	0
Leasehold income adjustment	1,300	600	0	0	0
Previously agreed growth	(113)	0	0	0	0
New growth	1,292	(599)	(50)	(100)	(100)
Rent income increase (5.0%)	(3,397)	(3,494)	(3,664)	(3,842)	(3,862)
Impact of right to buys	211	(4)	71	181	105
Subsidy loss	2,381	2,785	2,757	2,724	3,055
Total variations	560	(1,540)	608	474	753

HRA BUDGET 2007/08 - 2011/12

Savings / Investment Items (HRA)	2007/08 Increase / (Decrease)	2008/09 Increase / (Decrease)	2009/10 Increase / (Decrease)	2010/11 Increase / (Decrease)	2011/12 Increase / (Decrease)
<b>New efficiency savings</b>					
PBPR 0708 Delete 4 S&E posts EFF06	(120)	0	0	0	0
PBPR 0708 Delete 5 Ops posts EFF05	(150)	0	0	0	0
PBPR 0708 Delete o-o-h sewer manager EFF08	(15)	0	0	0	0
PBPR 0708 Efficiencies in Housing Management running costs	(25)	0	0	0	0
PBPR 0708 Phasing out of Giro	(150)	0	0	0	0
PBPR 0708 Rationalisation of Storage and disposal of tenants effects	(40)	0	0	0	0
PBPR 0708 Recycling Initiatives EFF12	(24)	0	0	0	0
PBPR 0708 Recycling Initiatives EFF12	(74)	0	0	0	0
PBPR 0708 Reduce needs-led overtime EFF07	(39)	0	0	0	0
PBPR 0708 Reduced Estate Services costs and/or staff EFF02	(17)	0	0	0	0
PBPR 0708 Reduced one-off costs in GAS09 EFF03	(36)	0	0	0	0
PBPR 0708 Reductions in payroll, HIT, & mobile phones. EFF04	(100)	0	0	0	0
PBPR 0708 Renegotiate partners' pricing EFF14	(30)	0	0	0	0
PBPR 0708 SLA Review - Equalities EFF20	(15)	0	0	0	0
PBPR 0708 SLA Review - Equalities EFF18	(34)	0	0	0	0
PBPR 0708 SLA Review - OD&L EFF17	0	(500)	0	0	0
Procurement Saving (Repairs)	(21)	0	0	0	0
PBPR 0708 SLA Review - other savings from reviews	0	(500)	0	0	0
Efficiencies to be identified	0	(500)	0	0	0
<b>Subtotal New Efficiencies</b>	<b>(890)</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New investments</b>					
PBPR 0708 Additional Shrub Pruning	45	0	0	0	0
PBPR 0708 Board Elections GAS09	42	(40)	50	0	0
PBPR 0708 Develop BSI In-house auditing capacity GAS04	6	0	0	0	0
PBPR 0708 DSE Compliance GAS03	3	(2)	0	0	0
PBPR 0708 external quality accreditation in HfH (exc staffing) GAS06	5	0	0	0	0
PBPR 0708 Gas Maintenance GAS24	500	(100)	(100)	(100)	(100)
PBPR 0708 Health & Safety guide for HfH staff GAS08	4	0	0	0	0
PBPR 0708 Increase Health and Safety Team by 1 FTE GAS02	38	0	0	0	0
PBPR 0708 Recycling Policy GAS05	10	0	0	0	0
PBPR 0708 Door Entry - Additional Maintenance GAS21	75	0	0	0	0
PBPR 0708 IT Trainer	4	0	0	0	0
PBPR 0708 RI Publicity	3	0	0	0	0
PBPR 0708 Broadwater Farm Development	173	(173)	0	0	0
PBPR 0708 Outreach	36	(36)	0	0	0
PBPR 0708 Website Development	20	(20)	0	0	0
PBPR 0708 IT Development	137	(37)	0	0	0
PBPR 0708 Mystery Shopping	10	(10)	0	0	0
PBPR 0708 Focus Groups	6	(6)	0	0	0
PBPR 0708 Accomodation Strategy	150	(150)	0	0	0
PBPR 0708 Repairs Communications	25	(25)	0	0	0
<b>Subtotal New Investments</b>	<b>1,292</b>	<b>(599)</b>	<b>(50)</b>	<b>(100)</b>	<b>(100)</b>
<b>Net Total</b>	<b>402</b>	<b>(1,099)</b>	<b>(50)</b>	<b>(100)</b>	<b>(100)</b>

Capital Programme Forecast 2007/08 to 2010/11

## Bids For Corporate Resources Funding

<b>1 Capital Expenditure Forecast</b>					
	2007/08	2008/9	2009/10	2010/11	Total
	£'000	£'000	£'000	£'000	£'000
<b>Capital Bids</b>					
Environment					
Adult Social Services	4,843	3,713	2,950	2,522	14,028
Housing Strategy And Needs (Non HRA)	320	320	320	320	1,280
Chief Executive's	300	0	0	0	300
Finance	2,700	2,720	1,920	1,330	8,670
Children & Young People	1,750	1,870	500	0	4,120
<b>Sub-total</b>	<b>9,913</b>	<b>8,623</b>	<b>5,690</b>	<b>4,172</b>	<b>28,398</b>
Haringey Homes Ltd (ALMO - HRA)	0	0	0	0	0
<b>Sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Bids</b>	<b>9,913</b>	<b>8,623</b>	<b>5,690</b>	<b>4,172</b>	<b>28,398</b>
<b>Financing</b>					
Use Of Capital Receipts	(8,216)	(8,432)	(5,499)	(3,981)	(26,128)
Use Of Corporate General Fund (LPSA)	(1,506)				(1,506)
Use Of Corporate SCE(R)	(191)	(191)	(191)	(191)	(764)
	<b>(9,913)</b>	<b>(8,623)</b>	<b>(5,690)</b>	<b>(4,172)</b>	<b>(28,398)</b>
<b>A Total Accepted Bids (Fully &amp; Partly)</b>	<b>9,913</b>	<b>8,623</b>	<b>5,690</b>	<b>4,172</b>	<b>28,398</b>
Total Rejected Bids	23,012	11,280	10,750	9,655	54,697
<b>Total Capital Bids</b>	<b>32,925</b>	<b>19,903</b>	<b>16,440</b>	<b>13,827</b>	<b>83,095</b>
<b>2 Corporate Funding Resources</b>					
	2007/08	2008/9	2009/10	2010/11	Total
	£'000	£'000	£'000	£'000	£'000
<b>i Capital Receipts:</b>					
Capital Receipts opening balance 01.04.06	(8,517)				(8,517)
carry forward commitments plus accruals from 05/06	4,952				4,952
2006/07 projected outturn variance (@ Dec 06)	(566)				(566)
total bfwd capital receipts	(4,131)	0	0	0	(4,131)
<b>ii Estimated capital receipts received in year*:</b>					
general capital receipts	(4,000)	(3,000)	(2,500)	(2,500)	(12,000)
strategic sites	0	(5,000)	(5,000)	0	(10,000)
	(4,000)	(8,000)	(7,500)	(2,500)	(22,000)
<b>Total Capital Receipts (i+ii)</b>	<b>(8,131)</b>	<b>(8,000)</b>	<b>(7,500)</b>	<b>(2,500)</b>	<b>(26,131)</b>
<b>iii Revenue Contributions To Capital</b>	0	0	0	0	0
<b>iv Local Public Sector Agreement (LPSA) Grant</b>	(1,506)	0	0	0	(1,506)
<b>v Corporate SCE(R):</b>					
Adults SCE(R)**	(141)	(141)	(141)	(141)	(564)
Children's Services SCE(R)**	(50)	(50)	(50)	(50)	(200)
** 07/08 figures only confirmed by Government in Dec 06					
** 08/09 to 10/11 are estimated figures only @ Dec 06	(191)	(191)	(191)	(191)	(764)
<b>B Total estimated resources available (i to v)</b>	<b>(9,828)</b>	<b>(8,191)</b>	<b>(7,691)</b>	<b>(2,691)</b>	<b>(28,401)</b>
<b>3 Application of Resources to Bids</b>					
	2007/08	2008/9	2009/10	2010/11	Total
	£'000	£'000	£'000	£'000	£'000
<b>Brought-forward resources (surplus)/deficit</b>		85	517	(1,484)	
<b>B Total estimated resources</b>	<b>(9,828)</b>	<b>(8,191)</b>	<b>(7,691)</b>	<b>(2,691)</b>	<b>(28,401)</b>
<b>A Total proposed expenditure</b>	<b>9,913</b>	<b>8,623</b>	<b>5,690</b>	<b>4,172</b>	<b>28,398</b>
<b>In-year (surplus) / deficit</b>	<b>85</b>	<b>432</b>	<b>(2,001)</b>	<b>1,481</b>	
<b>Carry-forward resources (surplus)/deficit</b>	<b>85</b>	<b>517</b>	<b>(1,484)</b>	<b>(3)</b>	<b>(3)</b>

Capital Bids for Corporate Funding 2007/08 to 2010/11

Ref. No.	Directorate	Business Unit	Capital Project Title	Total Capital Prioritisation Score (max score 10)	Original Corporate Resources Funding Bid				Estimated 4 Year Total Corporate Resource Bid				Total Estimated Capital cost £'000 (100%)				Estimated 4 Year Total Capital cost	Estimated Total Net Revenue Implications (£'000 Total)	Funding Type in 2007/08	Recommendation	
					£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11					
List of Fully or Partially Accepted Bids																					
1	Environment	Recreation	Belmont Recreation Ground Improvement Plan	7.4	50	0	0	0	50	471	0	0	0	471	0	0	0	0	0	CR and Other	Accept
2	Environment	Streetscene	Borough wide recycling collections	7.0	1,080	405	0	0	1,485	1,080	405	0	0	1,485	295	0	0	0	0	CR	Accept
3	Environment	Recreation	Chestnuts Park Playground and Youth Improvement Project	6.6	120	0	0	0	120	460	0	0	0	460	0	0	0	0	0	CR and Other	Accept
4	Environment	Streetscene	Borough-wide supply of wheeled bins for domestic refuse for residents requiring new, additional bins and replacement bins	6.3	90	90	90	0	270	90	90	90	0	270	0	0	0	0	0	CR	Accept
5	Environment	Recreation	Markfield Park Redevelopment Project	6.3	75	350	0	0	425	1,144	940	410	0	2,494	0	0	0	0	0	CR and Other	Accept
6	Haringey Homes Ltd - ALMO	Homes for Haringey	Saltram Close Regeneration	5.8	1,054	0	0	0	1,054	1,054	0	0	0	1,054	0	0	0	0	0	CR	Accept - self-financing (not funded from corporate resources)
7	Environment	Streetscene	Street Lighting Renewal/Safety Replacement Programme	5.6	3,000	3,000	3,000	3,000	12,000	3,000	3,000	3,000	3,000	12,000	0	0	0	0	0	CR	Accept in part - £0.75m pa
8	Environment	Streetscene	Borough Roads, Highways and Footway resurfacing/street furniture (linked to infrastructure improvements)	5.2	3,750	3,750	3,750	3,750	15,000	3,750	3,750	3,750	3,750	15,000	0	0	0	0	0	CR	Accept in part - £1.4m pa
9	Environment	Streetscene	Purchase and Installation of New CCTV Cameras	5.1	500	0	0	0	500	500	0	0	0	500	0	0	0	0	0	CR	Accept - subject to review
10	Environment	Recreation	Parks Improvement Programme (Open Space Renewal, Green Flag Parks)	5.1	500	500	500	0	1,500	500	500	500	0	1,500	0	0	0	0	0	CR	Accept in part - £0.25m pa (3 years)
11	Chief Executive's	Neighbourhood Management	English Heritage FSICA Grant Scheme 2007-2010	4.5	100	100	100	0	300	220	220	0	660	0	0	0	0	0	0	CR and Other	Accept
12	Finance	Property Services	Maintenance backlog and building non-compliance: Corporate Management of Property	4.5	750	750	500	0	2,000	750	750	500	0	2,000	0	0	0	0	0	CR	Accept
13	Chief Executive's	Corporate IT	IT Capital Programme (eGovernment and Transformational Government)	4.4	2,750	2,500	3,000	3,000	11,250	2,750	2,500	3,000	3,000	11,250	0	0	0	0	0	CR	Accept in part - £2.3m two years, £1.5m and £1.0m
14	Finance	Corporate Finance	Implementation of Payment Kiosks	3.9	0	120	0	0	120	0	120	0	0	120	-125	0	0	0	0	CR	Accept
15	Adult Social Services	Housing Strategy & Needs	Hearthstone Expansion	2.7	300	0	0	0	300	300	0	0	0	300	50	0	0	0	0	CR	Accept - subject to review
16	Environment	Streetscene	Parking Plan - Controlled Parking Zones and Civica IT upgrade	4.2	348	288	280	272	1,188	647	594	594	594	2,429	0	0	0	0	0	CR and Other	Accept
17	Environment	Recreation	Tree Planting Strategy	4.4	80	80	80	0	240	100	100	100	0	300	0	0	0	0	0	CR and Other	Accept
18	Environment	Streetscene	Road Safety Programme	4.3	200	200	200	200	800	200	200	200	200	800	0	0	0	0	0	CR	Accept in part (£0.1m pa)
19	Chief Executive's	Libraries, Archives & Museums	Libraries Stockfund Support	4.0	300	320	320	330	1,270	300	320	320	330	1,270	0	0	0	0	0	CR	Accept
20	Finance	Corporate Finance	Achieving Excellence - Customer Focus / VFM Programme	4.5	1,000	1,000	0	0	2,000	1,000	1,000	0	0	2,000	-5,000	0	0	0	0	CR	Accept
21	Adult Social Services	Adults	Private Sector Adaptations and Associated Repairs	5.8	850	900	900	900	3,550	1,350	1,400	1,400	1,400	5,550	-110	0	0	0	0	CR and Other	Accept in part - (accept £0.32m match pa)

Capital Bids for Corporate Funding 2007/08 to 2010/11

Ref. No.	Directorate	Business Unit	Capital Project Title	Total Capital Prioritisation Score (max score 10)	Original Corporate Resources Funding Bid				Estimated 4 Year Total Corporate Resource Bid				Total Estimated Capital cost £'000 (100%)				Estimated 4 Year Total Capital cost	Estimated Total Net Revenue Implications (4 years)	Funding Type In 2007/08	CR or CR and Other	Recommendation
					£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11					
22	Finance	Benefits & Taxation	Purchase and implementation of a benefit fraud case management IT system	7.2	35	0	0	0	35	0	0	0	35	0	0	0	35	-25	CR	Reject - to be considered in overall IT capital provision	
23	Finance	Benefits & Taxation	Extension of mobile working benefits assessment pilot to 25 users	6.7	107	0	0	0	107	0	0	0	107	0	0	0	107	25	CR	Reject - to be considered in overall IT capital provision	
24	Finance	Property Services	DDA (Disability Discrimination Act) adaptations Phase 4	6.2	120	0	0	0	120	0	0	0	120	0	0	0	120	0	CR	Reject - to be considered by Corporate Management of Property (CMP) fund	
25	Environment	Streetscene	(IT Developments) Traffic Management Act 2004 Network Management Duty - Systems Set Up	5.8	450	0	0	0	450	0	0	0	450	0	0	0	450	167	CR	Reject - to be considered in overall IT capital provision	
26	Chief Executive's	Libraries, Archives & Museums	Alexandra Park Library Disability Access	5.7	50	0	0	0	50	0	0	0	50	0	0	0	50	0	CR and Other	Reject - CMP fund	
27	Chief Executive's	Libraries, Archives & Museums	Highgate Library Disability Access	5.3	50	0	0	0	50	0	0	0	50	0	0	0	50	0	CR	Reject - CMP fund	
28	Environment	Streetscene	Upgrading depot Facilities at Ashley Road Depot	5.1	735	0	0	0	735	0	0	0	735	0	0	0	735	0	CR	Reject - CMP fund	
29	Environment	Recreation	Allotments Infrastructure Improvements	4.9	75	75	75	0	225	75	75	0	225	0	0	0	225	0	CR	Reject	
30	Chief Executive's	Neighbourhood Management	Holcombe Road Market	4.7	200	0	0	0	200	0	0	0	200	0	0	0	200	0	CR	Reject	
31	Adult Social Services	Adults	Public Sector Adaptations both major and minor works	4.5	1,450	1,450	1,450	1,450	5,800	1,450	1,450	1,450	5,800	0	0	0	5,800	0	CR	Reject - HRA fund	
32	Adult Social Services	Adults	Refurbishment of Learning Disabilities Properties	4.4	95	45	25	25	190	95	45	25	190	0	0	0	190	0	CR	Reject - CMP fund	
33	Environment	Streetscene	Car park refurbishment - Bury Road	4.2	450	0	0	0	450	450	0	0	450	0	0	0	450	0	CR	Reject - CMP fund	
34	Finance	Property Services	Repairs to the roof of the Council owned building "Broadway Annex"	4.0	60	0	0	0	60	60	0	0	60	0	0	0	60	0	CR	Reject - CMP fund	
35	Chief Executive's	Corporate IT	Implementation of IP Telephony (IPT)	3.9	250	1,400	0	0	1,650	250	1,400	0	1,650	0	0	0	1,650	105	CR	Reject - review other funding options	
36	Finance	Property Services	Repairs to the roof of the Council owned building "639 High Road"	3.8	150	0	0	0	150	150	0	0	150	0	0	0	150	0	CR	Reject - CMP fund	
37	Finance	Property Services	Repairs/replacement of the external windows of the Council owned building "684 High Road"	3.8	60	0	0	0	60	60	0	0	60	0	0	0	60	60	CR	Reject - CMP fund	
38	Finance	Property Services	Implementation of improved energy control systems to the main administration buildings portfolio	3.7	100	0	0	0	100	100	0	0	100	0	0	0	100	-60	CR	Reject - CMP fund	
39	Adult Social Services	Adults	Redevelopment of the space at Ermine road gym into office space	3.7	150	0	0	0	150	150	0	0	150	0	0	0	150	0	CR	Reject	
40	Finance	Property Services	Repairs to the roof of the Council leased building "Unit 5, St Georges"	3.6	250	0	0	0	250	250	0	0	250	0	0	0	250	0	CR	Reject - CMP fund	

## Capital Bids for Corporate Funding 2007/08 to 2010/11

Ref. No.	Directorate	Business Unit	Capital Project Title	Total Capital Prioritisation Score (max score 10)	Original Corporate Resources Funding Bid				Estimated 4 Year Total Corporates Resource Bid				Total Estimated Capital cost £'000 (100%)				Estimated 4 Year Total Capital cost £'000		Estimated Total Net Revenue Implications (4 years) £'000 Total	Funding Type In 2007/08	Recommendation						
					£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 2007-08	£'000 2008-09	£'000 2009-10	£'000 2010-11	£'000 Total	£'000 Total									
<b>List of Rejected Bids</b>																											
41	Adult Social Services	Business Improvement	eCare Phase 2	3.6	152	0	0	0	0	152	0	0	0	0	317	0	0	0	0	0	0	0	0	0	CR and Other	Reject - to be considered in overall IT capital provision	
42	Finance	Property Services	40 Cumberland Road – Layout and Air Conditioning	3.6	831	0	0	0	0	831	0	0	0	0	831	0	0	0	0	0	0	0	0	0	CR	Reject - CMP fund	
43	Environment	Streetscene	Automatic Public Conveniences (APCs)	3.4	255	170	0	0	0	425	250	0	0	0	375	250	0	0	0	0	0	0	52	0	CR and Other	Reject	
44	Finance	Property Services	Flexible Working Initiative	3.3	100	0	0	0	0	100	0	0	0	0	100	0	0	0	0	0	0	0	0	0	CR	Reject	
45	Environment	Enforcement	Mobile working and system upgrades for enforcement applications	3.1	405	0	0	0	0	405	0	0	0	0	405	0	0	0	0	0	0	0	124	0	CR	Reject - to be considered in overall IT capital provision	
46	Finance	Property Services	Relocation of Council Staff from Broadway Annex and OD & L (Old Clinic)	3.1	200	300	400	0	0	900	300	400	0	0	200	300	400	0	0	0	0	0	80	0	CR	Reject	
47	Finance	Corporate Procurement	XML Middleware Software	2.8	97	0	0	0	0	97	0	0	0	0	97	0	0	0	0	0	0	0	-10	0	CR	Reject - to be considered in overall IT capital provision	
48	Adult Social Services	Housing Strategy & Needs	Renewal Area – Group Repair	1.9	300	0	0	0	0	300	0	0	0	0	300	0	0	0	0	0	0	0	0	0	CR	Reject	
49	Environment	PEPPS	Building Control: Mobile Working Project	1.6	100	0	0	0	0	100	0	0	0	0	100	0	0	0	0	0	0	0	40	0	CR	Reject - to be considered in overall IT capital provision	
50	Environment	PEPPS	Green Stream: Server Upgrades	1.7	50	0	0	0	0	50	0	0	0	0	50	0	0	0	0	0	0	0	20	0	CR	Reject - to be considered in overall IT capital provision	
51	Chief Executive's	Customer Services	Refurbishment of the 4 Customer Service Centres	3.9	100	0	0	0	0	100	0	0	0	0	100	0	0	0	0	0	0	0	0	0	CR	Reject	
52	Chief Executive's	Libraries, Archives & Museums	Museums	3.9	100	110	120	0	0	330	100	120	0	0	100	110	120	0	0	0	0	0	0	0	CR	Reject	
53	Adult Social Services	Housing Strategy & Needs	Haringey Here to HELP Programme	2.5	500	0	0	0	0	500	0	0	0	0	500	0	0	0	0	0	0	0	0	0	CR	Reject	
54	Chief Executive's	Neighbourhood Management	Wards Corner	2.4	6,000	0	0	0	0	6,000	0	0	0	0	6,000	0	0	0	0	0	0	0	0	0	CR	Reject	
55	Haringey Homes Ltd - ALMO	Homes for Haringey	Transferable Discount Scheme (TDS)	4.0	750	800	850	900	900	3,300	800	850	900	900	750	800	850	900	900	900	3,300	3,300	-1,674	0	CR	Reject - HRA to fund at previous years level	
56	Haringey Homes Ltd - ALMO	Homes for Haringey	Dilapidation Costs for Long Term Leases Expiring in the Housing Revenue Account 2007/08	3.7	851	0	0	0	0	851	0	0	0	0	851	0	0	0	0	0	0	0	0	0	0	CR	Reject - HRA to fund one-off costs
57	Haringey Homes Ltd - ALMO	Homes for Haringey	Refurbishment of Non-Economic Void Stock	3.5	400	0	0	0	0	400	0	0	0	0	400	0	0	0	0	0	0	0	0	-576	0	CR	Reject - evaluate possible self-financing from disposals
58	Environment	Streetscene	Recycling Strategy - Wheeled bins	2.5	0	1,200	800	0	0	2,000	0	800	0	0	0	1,200	800	0	0	0	0	0	0	0	0	CR	Reject - review for contract re-tender
<b>Total Capital Bids For Corporate Resources Funding</b>					<b>32,925</b>	<b>19,903</b>	<b>16,440</b>	<b>13,827</b>	<b>83,095</b>	<b>36,009</b>	<b>21,519</b>	<b>17,804</b>	<b>14,649</b>	<b>89,981</b>	<b>-7,020</b>												
<b>Total Accepted Capital Bids (Fully &amp; Partly)</b>					<b>9,913</b>	<b>8,623</b>	<b>5,690</b>	<b>4,172</b>	<b>28,398</b>																		
<b>Total Rejected Capital Bids</b>					<b>23,012</b>	<b>11,280</b>	<b>10,750</b>	<b>9,655</b>	<b>54,697</b>																		
					<b>32,925</b>	<b>19,903</b>	<b>16,440</b>	<b>13,827</b>	<b>83,095</b>	<b>36,009</b>	<b>21,519</b>	<b>17,804</b>	<b>14,649</b>	<b>89,981</b>	<b>-7,020</b>												



## London Borough of Haringey

### Capital resource allocation strategy

Following the introduction of the prudential regime in April 2004, councils have had greater flexibility regarding capital expenditure. The removal of controls on the levels of borrowing was helpful in terms of flexibility and local autonomy, but that the key determinant is the affordability, which is still effectively controlled by government. Allocations of revenue support for capital expenditure are still be made by individual government departments.

In the light of this strategic context, the following resource allocation policy was adopted by Executive on 21 October 2003:

- *that the framework for determining the Council's priorities, and therefore resource allocation, will remain the Community Strategy, given effect in the Council's plans via the business planning process;*
- *that housing and education will be allocated their (revenue support derived) borrowing limits and ring-fenced grants;*
- *that other services are allocated their ring-fenced grants;*
- *that all other (revenue support derived) borrowing limits and grants are allocated through the business planning process and the corporate project appraisal framework;*
- *that PFI is retained as an option for delivering capital investment;*
- *that unsupported borrowing should be considered for 'invest to save' proposals;*
- *that capital receipts are managed corporately and applied in accordance with the business planning process;*
- *that best consideration will be sought for all disposals, except in the case of agreed discounting to social housing providers;*
- *that the spending power derived from capital receipts is maximised through the use of the offsetting provisions for pooled (non-right to buy) housing receipts.*

Summary Capital Programme 2007/08 to 2010/11					
	Proposed Budget 2007/08	Indicative Budget 2008/09	Indicative Budget 2009/10	Indicative Budget 2010/11	Total
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure Budget</b>					
<b>Environment</b>	17,930	10,019	9,264	9,236	46,449
<b>Adult Social Services</b>	1,046	820	820	820	3,506
<b>Housing Strategy And Needs (Non HRA)</b>	300	0	0	0	300
<b>Chief Executive's</b>	3,064	3,462	2,527	1,330	10,383
<b>Finance</b>	3,557	3,870	500	0	7,927
<b>Children &amp; Young People</b>	52,909	62,260	59,060	31,539	205,768
<b>Sub-total</b>	78,806	80,431	72,171	42,925	274,333
<b>Homes for Haringey</b>	19,278	61,422	77,336	74,828	232,864
<b>Sub-total</b>	19,278	61,422	77,336	74,828	232,864
<b>Total Capital Programme</b>	98,084	141,853	149,507	117,753	507,197
<b>Capital Financing</b>					
1 Capital grants from central government departments (inc SCE(C))	41,090	57,135	49,760	26,539	174,524
2 Grants from European Union Structural Funds	0	0	0	0	0
3 Grants and contribution from private developers & leaseholders	249	0	0	0	249
4 Grants & contributions from non-departmental public bodies	0	442	400	0	842
Capital grants from the National Lottery	290	300	207	0	797
5 Capital funding from GLA bodies	4,215	6,000	6,000	6,000	22,215
6 Use of capital receipts	10,216	8,432	5,499	3,981	28,128
Capital expenditure financed from the Housing Revenue Account	1,054	0	0	0	1,054
Capital expenditure financed by the Major Repairs Reserve (MRR)	11,991	12,133	12,366	12,644	49,134
Capital expenditure financed from the General Fund Revenue Account	4,721	2,806	814	822	9,163
7 SCE (R) Single capital pot	14,244	10,535	15,724	11,424	51,927
8 SCE (R) Separate Programme Element	9,422	44,070	58,737	55,951	168,180
Other borrowing & credit arrangements not supported by central government	592	0	0	392	984
<b>Total Capital Financing</b>	98,084	141,853	149,507	117,753	507,197
<b>Notes</b>					
1 Include capital expenditure financed by capital grants from all central government departments. Exclude capital expenditure financed by Major Repairs Reserve (MRR).					
2 Include contributions from any European Union Structural Funds i.e. the European Regional Development Fund, The European Social Fund, the European Agricultural Guidance and Guarantee Fund, and the Financial Instrument for Fisheries Guidance.					
3 Include contributions from private developers. Include leaseholders contributions made specifically towards the cost of capital works on the premises of which the leaseholder's property forms part.					
4 Include capital grants from all non-departmental public bodies such as the Sports Council, English Heritage, Arts Council, Museums and Galleries Commission and the Countryside Agency.					
5 Include capital funding from the Greater London Authority (GLA), including capital funding from its four functional bodies i.e. TFL, London Development Agency, Metropolitan Police Authority and London Fire and Emergency Planning Authority.					
6 Include all capital expenditure financed by applying capital receipts (including any amount of PCL specified in Regulation 33 (2) as at 31 March 2004 treated as if it were a capital receipt.					
	2007/08	2008/09	2009/10	2010/11	Total
	£'000	£'000	£'000	£'000	£'000
Capital Receipts Funding Maximum (Corporate Resources Bids)	(8,131)	(8,000)	(7,500)	(2,500)	(26,131)
Capital Receipts Funding Maximum (Children & Young People)	(2,000)	0	0	0	(2,000)
Total	(10,131)	(8,000)	(7,500)	(2,500)	(28,131)
Use of capital receipts (forecast spend)	10,216	8,432	5,499	3,981	28,128
Variance	85	432	(2,001)	1,481	(3)
7 SCE(R) Single Capital Pot - include capital expenditure financed by borrowing and other credit that will attract central government support through RSG or HRA subsidy i.e. Supported Capital Expenditure (Revenue) - SCE(R) Single Capital Pot.					
8 SCE(R) Separate Programme Element Include capital expenditure financed by borrowing and other credit that will attract central government support through RSG or HRA subsidy i.e. Supported Capital Expenditure (Revenue) - SCE(R) Separate Programme Element					

Total Capital Programme 2007/08 to 2010/11

Capital Programme 2007/08 to 2010/11		Total Spend Up To 31.3.07	Proposed Original Budget	Indicative Original Budget	Indicative Original Budget	Indicative Original Budget	Total	Total Including Pre 2007/08 Spend (where stated)
Ref. No.	Name of Capital Scheme	£'000	2007/08	2008/09	2009/10	2010/11	£'000	£'000
	<b>Environment</b>							
1	Principal Road Renewal & Maintenance (LIP)		625	0	0	0	625	625
2	Local Safety Schemes (LIP)		323	0	0	0	323	323
3	20mph Zones (LIP)		500	0	0	0	500	500
4	Walking (LIP)		25	0	0	0	25	25
5	Cycling Non LCN+ (LIP)		375	0	0	0	375	375
6	Cycling LCN+ (LIP)		525	0	0	0	525	525
7	Bus Stop Accessibility (LIP)		245	0	0	0	245	245
8	Bus Priority (LIP)		430	0	0	0	430	430
9	Town Centres (LIP)		450	0	0	0	450	450
10	School Travel Plans (LIP)		492	0	0	0	492	492
11	Work Travel Plans (LIP)		5	0	0	0	5	5
12	Travel Awareness (LIP)		35	0	0	0	35	35
13	FRACA: Environment (LIP)		60	0	0	0	60	60
14	Controlled Parking Zones (LIP)		75	0	0	0	75	75
15	Haringey Heartlands Transport Study (LIP)		50	0	0	0	50	50
16	Local Improvement Plan (LIP) Submission		0	6,000	6,000	0	18,000	18,000
17	Sport & Leisure Investment Programme**		342	0	0	392	734	734
18	Relocation and construction of a new mortuary (DCLG Growth Area Fund)		1,185	0	0	0	1,185	1,185
19	GLS Site, Tottenham Hale (DCLG, GAF Round 2)		2,131	0	0	0	2,131	2,131
20	Finsbury Park Athletics Track**		100	0	0	0	100	100
21	Spine Road - CIF (DfT)		4,000	0	0	0	4,000	4,000
22	Streetscene Section 106 Schemes		175	0	0	0	175	175
23	Parks Improvement Programme (Open Space Renewal: Green Flag Parks)		250	250	250	0	750	750
24	Street Lighting Renewal/ Safety Replacement Programme		750	750	750	0	3,000	3,000
25	Borough Roads, Highways and Footway resurfacing/street furniture		1,400	1,400	1,400	0	5,600	5,600
26	Road Safety Programme		100	100	100	0	400	400
27	Beimont Recreation Ground Improvement Plan		50	0	0	0	50	50
28	Borough wide recycling collections		1,080	405	0	0	1,485	1,485
29	Chestnuts Park Playground and Youth Improvement Project		120	0	0	0	120	120
30	Borough-wide supply of wheeled bins for domestic refuse		90	90	90	0	270	270
31	Markfield Park Redevelopment Project		715	350	0	0	1,065	1,065
32	Purchase and Installation of New CCTV Cameras		500	0	0	0	500	500
33	Parking Plan - Controlled Parking Zone and Civica IT upgrade		647	594	594	0	2,429	2,429
34	Tree Planting Strategy		80	80	80	0	240	240
	**unsupported borrowing (figures determined by Env)							
	<b>Total Environment</b>		<b>17,930</b>	<b>10,019</b>	<b>9,264</b>	<b>9,236</b>	<b>46,449</b>	<b>46,449</b>

Total Capital Programme 2007/08 to 2010/11

Capital Programme 2007/08 to 2010/11		Proposed				Indicative		Indicative		Total	
Ref. No.	Name of Capital Scheme	Total Spend Up To 31.3.07	Original Budget 2007/08	Original Budget 2008/09	Original Budget 2009/10	Original Budget 2010/11	Total	Total	Including Pre 2007/08 Spend (where stated)	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Adult's Social Services &amp; Housing Strategy &amp; Needs</b>										
	Adult's Social Services										
35	Private Sector Adaptations and Associated Repairs*		820	820	820	820	3,280	3,280		3,280	
36	Community Alarm Services		65	0	0	0	65	65		65	
37	eCare Phase 2		161	0	0	0	161	161		161	
	Subtotal	0	1,046	820	820	820	3,506	3,506		3,506	
	Housing Strategy And Needs (Non Housing Revenue Account)										
38	Hearthstone Expansion		300	0	0	0	300	300		300	
	<b>Total Adult Social Services &amp; Housing Strategy &amp; Needs</b>	0	1,346	820	820	820	3,806	3,806		3,806	
	<b>Chief Executive's</b>										
39	Bruce Grove Core Centre		364	742	607	0	1,713	1,713		1,713	
40	English Heritage PSICA Grant Scheme		100	100	100	0	300	300		300	
41	IT Capital Programme		2,300	2,300	1,500	1,000	7,100	7,100		7,100	
42	Libraries Stockfund Support		300	320	320	330	1,270	1,270		1,270	
	<b>Total Chief Executive's</b>	0	3,064	3,462	2,527	1,330	10,383	10,383		10,383	
	<b>Finance</b>										
43	Accommodation Strategy Projects		1,807	2,000	0	0	3,807	3,807		3,807	
44	Corporate Management of Property - compliance & backlog		750	750	500	0	2,000	2,000		2,000	
45	Implementation of Payment Kiosks		0	120	0	0	120	120		120	
46	VFM Programme		1,000	1,000	0	0	2,000	2,000		2,000	
	<b>Total Finance</b>	0	3,557	3,870	500	0	7,927	7,927		7,927	

## Total Capital Programme 2007/08 to 2010/11

Capital Programme 2007/08 to 2010/11		Total Capital Programme 2007/08 to 2010/11						Total
Ref. No.	Name of Capital Scheme	Total Spend Up To 31.3.07 £'000	Proposed Original Budget 2007/08 £'000	Indicative Original Budget 2008/09 £'000	Indicative Original Budget 2009/10 £'000	Indicative Original Budget 2010/11 £'000	Total £'000	Including Pre 2007/08 Spend (where stated) £'000
<b>Children &amp; Young People</b>								
47	Repairs & Maintenance		400	400	400	400	1,600	1,600
48	Amalgamations		25	0	0	0	25	25
49	Corporate Recharges: Primary Capital		100	100	100	0	300	300
50	Planned M&E Replacement		438	500	500	500	1,938	1,938
51	Modernisation: Secondary		70	0	0	0	70	70
52	Modernisation: Primary		600	400	400	0	1,400	1,400
53	Kitchen Health and Safety		47	45	45	0	137	137
54	Access Initiative		170	170	0	0	340	340
55	Rokesly Expansion Ph 1 & II (Jnr)		100	0	0	0	100	100
56	Coldfall Expansion	5,158	208	131	3	0	342	5,500
57	Tetherdown Expansion	2,760	2,700	250	90	0	3,040	5,800
58	PSU Coppetts & Commerce Rd		48	48	48	0	144	144
59	Coleridge Expansion		3,500	1,422	900	54	5,876	6,500
60	Rokesly Expansion: Ph III (Infant)	624	84	80	0	0	164	164
61	Prior Basic Need Commitments		0	0	1,684	3,573	5,257	5,257
62	Contingency		0	435	830	473	1,738	1,738
63	TCF: School Federations		125	70	0	0	195	195
64	BWF Inclusive Learning Campus		150	130	0	0	280	280
65	Campsbourne Primary Specialist Provision For Pupils With Autism		492	0	0	0	492	492
66	Broadband Connectivity: SF120/Rev Contribution/Strategic Technologies		2,808	2,808	0	0	5,616	5,616
67	Devolved Capital		121	0	0	0	121	121
68	Youth Capital Fund (provisional)*		336	0	0	0	336	336
69	Computers for Pupils: SF 210		203	0	0	0	203	203
70	E-Learning Credits: SF122		3,472	0	0	0	3,472	3,472
71	Children's Centres: Ph II	25,709	36,712	55,271	49,760	26,539	168,282	193,991
72	BSF (incl 6th Form Centre & New School, Building Schools for the Future)							
<b>Total Children &amp; Young People</b>		<b>34,251</b>	<b>82,909</b>	<b>62,260</b>	<b>59,060</b>	<b>31,539</b>	<b>205,768</b>	<b>240,019</b>

Total Capital Programme 2007/08 to 2010/11

Ref. No.	Name of Capital Scheme	Total Spend Up To 31.3.07 £'000	Proposed Original Budget 2007/08 £'000	Indicative Original Budget 2008/09 £'000	Indicative Original Budget 2009/10 £'000	Indicative Original Budget 2010/11 £'000	Total £'000	Total Including Pre 2007/08 Spend (where stated) £'000
	<b>Housing Services</b>							
	<b>Homes for Haringey</b>							
73	Kenneth Robbins, Millicent Fawcett House, Suffolk Road		1,492	0	0	0	1,492	1,492
74	External Decorations Programme 06/07		118	0	0	0	118	118
75	Building Services 06/07		393	0	0	0	393	393
76	Estate Improvements 06/07		36	0	0	0	36	36
77	Structural Works 06/07		46	0	0	0	46	46
78	Overprogramming 06/07 brought forward		750	0	0	0	750	750
79	Capitalised works & salaries 07/08		8,713	8,713	8,713	8,713	34,852	34,852
80	Essential Capital Works 07/08		744	744	744	744	2,976	2,976
81	Energy Conservation 07/08		300	300	300	300	1,200	1,200
82	External Decorations Programme 07/08		2,500	5,000	5,000	5,000	17,500	17,500
83	Planned Maintenance 07/08		857	2,159	2,392	2,670	8,078	8,078
84	Decent Homes Programme 07/08 (Funding TBC for 08/09+)*		500	43,056	58,737	55,951	158,244	158,244
85	Transferable Discount Scheme (TDS)		250	0	0	0	250	250
86	Adaptations 07/08		1,000	1,450	1,450	1,450	5,350	5,350
87	Long Leasehold Dilapidations 07/08		525	0	0	0	525	525
88	Saltram Close Regeneration		1,054	0	0	0	1,054	1,054
	<b>Homes for Haringey</b>	<b>0</b>	<b>19,278</b>	<b>61,422</b>	<b>77,336</b>	<b>74,928</b>	<b>232,864</b>	<b>232,864</b>
	<b>Total Capital Programme</b>	<b>34,251</b>	<b>98,084</b>	<b>141,853</b>	<b>149,507</b>	<b>117,753</b>	<b>507,197</b>	<b>541,448</b>

Schemes marked (\*) are estimates. Funding TBC

## Total Capital Programme 2007/08 to 2010/11

Ref. No.	Name of Capital Scheme	Total Funding Source (4 years)										Total Including Pre 2007/08 Spend £'000				
		Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000	Total £'000					
	<b>Environment</b>															
1	Principal Road Renewal & Maintenance (LIP)	0	625	0	0	0	0	0	0	0	0	0	0	0	625	625
2	Local Safety Schemes (LIP)	0	323	0	0	0	0	0	0	0	0	0	0	0	323	323
3	20mph Zones (LIP)	0	500	0	0	0	0	0	0	0	0	0	0	0	500	500
4	Walking (LIP)	0	25	0	0	0	0	0	0	0	0	0	0	0	25	25
5	Cycling Non LCN+ (LIP)	0	375	0	0	0	0	0	0	0	0	0	0	0	375	375
6	Cycling LCN+ (LIP)	0	525	0	0	0	0	0	0	0	0	0	0	0	525	525
7	Bus Stop Accessibility (LIP)	0	245	0	0	0	0	0	0	0	0	0	0	0	245	245
8	Bus Priority (LIP)	0	430	0	0	0	0	0	0	0	0	0	0	0	430	430
9	Town Centres (LIP)	0	450	0	0	0	0	0	0	0	0	0	0	0	450	450
10	School Travel Plans (LIP)	0	492	0	0	0	0	0	0	0	0	0	0	0	492	492
11	Work Travel Plans (LIP)	0	5	0	0	0	0	0	0	0	0	0	0	0	5	5
12	Travel Awareness (LIP)	0	35	0	0	0	0	0	0	0	0	0	0	0	35	35
13	FRACA: Environment (LIP)	0	60	0	0	0	0	0	0	0	0	0	0	0	60	60
14	Controlled Parking Zones (LIP)	0	75	0	0	0	0	0	0	0	0	0	0	0	75	75
15	Haringey Heartlands Transport Study (LIP)	0	50	0	0	0	0	0	0	0	0	0	0	0	50	50
16	Local Improvement Plan (LIP) Submission	0	18,000	0	0	0	0	0	0	0	0	0	0	0	18,000	18,000
17	Sport & Leisure Investment Programme**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	Relocation and construction of a new mortuary (DCLG Growth Area Fund)	1,185	0	0	0	0	0	0	0	0	0	0	0	0	1,185	1,185
19	GLS Site, Tottenham Hale (DCLG, GAF Round 2)	2,131	0	0	0	0	0	0	0	0	0	0	0	0	2,131	2,131
20	Finsbury Park Athletics Track**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Spine Road – CIF (DfT)	4,000	0	0	0	0	0	0	0	0	0	0	0	0	4,000	4,000
22	Streetscene Section 106 Schemes	175	0	0	0	0	0	0	0	0	0	0	0	0	175	175
23	Parks Improvement Programme (Open Space Renewal: Green Flag Parks)	0	0	750	0	0	0	0	0	0	0	0	0	0	750	750
24	Street Lighting Renewal/ Safety Replacement Programme	0	0	3,000	0	0	0	0	0	0	0	0	0	0	3,000	3,000
25	Borough Roads, Highways and Footway resurfacing/street furniture	0	0	5,600	0	0	0	0	0	0	0	0	0	0	5,600	5,600
26	Road Safety Programme	0	0	400	0	0	0	0	0	0	0	0	0	0	400	400
27	Belmont Recreation Ground Improvement Plan	0	0	50	0	0	0	0	0	0	0	0	0	0	50	50
28	Borough wide recycling collections	0	0	1,485	0	0	0	0	0	0	0	0	0	0	1,485	1,485
29	Chestnuts Park Playground and Youth Improvement Project	0	0	120	0	0	0	0	0	0	0	0	0	0	120	120
30	Borough-wide supply of wheeled bins for domestic refuse	0	0	270	0	0	0	0	0	0	0	0	0	0	270	270
31	Markfield Park Redevelopment Project	640	0	425	0	0	0	0	0	0	0	0	0	0	1,065	1,065
32	Purchase and Installation of New CCTV Cameras	0	0	500	0	0	0	0	0	0	0	0	0	0	500	500
33	Parking Plan - Controlled Parking Zone and Civica IT upgrade	0	0	1,188	0	0	0	0	0	1,241	0	0	0	0	2,429	2,429
34	Tree Planting Strategy	0	0	240	0	0	0	0	0	0	0	0	0	0	240	240
	**unsupported borrowing (figures determined by Env)															
	<b>Total Environment</b>	<b>8,131</b>	<b>22,215</b>	<b>14,028</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,241</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>834</b>	<b>46,449</b>	<b>46,449</b>

Total Capital Programme 2007/08 to 2010/11

Ref. No.	Name of Capital Scheme	Total Funding Source (4 years)							SCE (R) Separate Programme Element £'000	SCE (R) Single Capital Pot £'000	Financing From General Fund Revenue Account £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From HRA £'000	Use Of Capital Receipts £'000	Capital Funding From GLA Bodies £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000	Total Including Pre 2007/08 Spend £'000
		Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000									
<b>Adult's Social Services &amp; Housing Strategy &amp; Needs</b>																	
Adult's Social Services																	
35	Private Sector Adaptations and Associated Repairs*	2,000	0	1,280	0	0	0	0	0	0	0	0	0	0	0	3,280	3,280
36	Community Alarm Services	0	0	0	0	0	0	65	0	0	0	0	0	0	0	65	65
37	eCare Phase 2	161	0	0	0	0	0	0	0	0	0	0	0	0	0	161	161
	Subtotal	2,161	0	1,280	0	0	0	65	0	0	0	0	0	0	0	3,506	3,506
Housing Strategy And Needs (Non Housing Revenue Account)																	
38	Hearthstone Expansion	0	0	300	0	0	0	0	0	0	0	0	0	0	0	300	300
	<b>Total Adult Social Services &amp; Housing Strategy &amp; Needs</b>	<b>2,161</b>	<b>0</b>	<b>1,580</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,806</b>	<b>3,806</b>
<b>Chief Executive's</b>																	
39	Bruce Grove Core Centre	1,713	0	0	0	0	0	0	0	0	0	0	0	0	0	1,713	1,713
40	English Heritage PSICA Grant Scheme	0	0	300	0	0	0	0	0	0	0	0	0	0	0	300	300
41	IT Capital Programme	0	0	6,336	0	0	0	0	764	0	0	0	0	0	0	7,100	7,100
42	Libraries Stockfund Support	0	0	970	0	0	0	300	0	0	0	0	0	0	0	1,270	1,270
	<b>Total Chief Executive's</b>	<b>1,713</b>	<b>0</b>	<b>7,606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>764</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,383</b>	<b>10,383</b>
<b>Finance</b>																	
43	Accommodation Strategy Projects	0	0	0	0	0	0	3,807	0	0	0	0	0	0	0	3,807	3,807
44	Corporate Management of Property - compliance & backlog	0	0	1,794	0	0	0	206	0	0	0	0	0	0	0	2,000	2,000
45	Implementation of Payment Kiosks	0	0	120	0	0	0	0	0	0	0	0	0	0	0	120	120
46	VFM Programme	0	0	1,000	0	0	0	1,000	0	0	0	0	0	0	0	2,000	2,000
	<b>Total Finance</b>	<b>0</b>	<b>0</b>	<b>2,914</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,013</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,927</b>	<b>7,927</b>



## Total Capital Programme 2007/08 to 2010/11

Ref. No.	Name of Capital Scheme	Total Funding Source (4 years)						Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000	Total Including Pre 2007/08 Spend £'000
		Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000						
	<b>Children &amp; Young People</b>												
47	Repairs & Maintenance	0	0	0	0	0	0	0	1,600	0	0	1,600	
48	Amalgamations	0	0	0	0	0	0	0	25	0	0	25	
49	Corporate Recharges: Primary Capital	0	0	0	0	0	0	0	300	0	0	300	
50	Planned M&E Replacement	0	0	0	0	0	0	0	1,938	0	0	1,938	
51	Modernisation: Secondary	70	0	0	0	0	0	0	0	0	0	70	
52	Modernisation: Primary	600	0	0	0	0	0	0	800	0	0	1,400	
53	Kitchen Health and Safety	0	0	0	0	0	0	0	137	0	0	137	
54	Access Initiative	0	0	0	0	0	0	0	340	0	0	340	
55	Rokely Expansion Ph 1 & II (Jnr)	0	0	0	0	0	0	0	100	0	0	100	
56	Coldfall Expansion	0	0	0	0	0	0	0	342	0	0	342	
57	Tetherdown Expansion	0	0	0	0	0	0	0	3,040	0	0	3,040	
58	PSU Coppetts & Commerce Rd	0	0	0	0	0	0	0	144	0	0	144	
59	Coleridge Expansion	0	0	0	0	0	0	0	5,876	0	0	5,876	
60	Rokely Expansion: Ph III (Infant)	0	0	0	0	0	0	0	164	0	0	164	
61	Prior Basic Need Commitments	0	0	0	0	0	0	0	5,257	0	0	5,257	
62	Contingency	0	0	0	0	0	0	0	1,738	0	0	1,738	
63	TCF: School Federations	195	0	0	0	0	0	0	0	0	0	195	
64	BWF Inclusive Learning Campus	0	0	0	0	0	0	0	4,300	0	0	4,300	
65	Campsbourne Primary Specialist Provision For Pupils With Autism	0	0	0	0	0	0	0	130	0	150	280	
66	Broadband Connectivity: SF120/Rev Contribution/Strategic Technologies	348	0	0	0	0	0	0	0	0	0	348	
67	Devolved Capital	5,616	0	0	0	0	0	144	0	0	0	5,760	
68	Youth Capital Fund (provisional)*	121	0	0	0	0	0	0	0	0	0	121	
69	Computers for Pupils: SF 210	336	0	0	0	0	0	0	0	0	0	336	
70	E-Learning Credits: SF122	203	0	0	0	0	0	0	0	0	0	203	
71	Children's Centres: Ph II	3,472	0	0	0	0	0	0	0	0	0	3,472	
72	BSF (incl 6th Form Centre & New School, Building Schools for the Future)	153,446	0	2,000	0	0	0	2,400	0	10,436	0	168,282	
	<b>Total Children &amp; Young People</b>	<b>164,407</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,544</b>	<b>26,231</b>	<b>10,436</b>	<b>150</b>	<b>205,768</b>	

Total Capital Programme 2007/08 to 2010/11

Capital Programme 2007/08 to 2010/11		Total Funding Source (4 years)										
Ref. No.	Name of Capital Scheme	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000	Total £'000	Total Including Pre 2007/08 Spend £'000
	<b>Housing Services</b>											
	<b>Homes for Haringey</b>											
73	Kenneth Robbins, Millicent Fawcett House, Suffolk Road	0	0	0	0	1,492	0	0	0	0	1,492	1,492
74	External Decorations Programme 06/07	0	0	0	0	118	0	0	0	0	118	118
75	Building Services 06/07	0	0	0	0	393	0	0	0	0	393	393
76	Estate Improvements 06/07	0	0	0	0	36	0	0	0	0	36	36
77	Structural Works 06/07	0	0	0	0	46	0	0	0	0	46	46
78	Overprogramming 06/07 brought forward	0	0	0	0	750	0	0	0	0	750	750
79	Capitalised works & salaries 07/08	0	0	0	0	9,920	0	0	0	0	34,852	34,852
80	Essential Capital Works 07/08	0	0	0	0	2,976	0	24,932	0	0	2,976	2,976
81	Energy Conservation 07/08	0	0	0	0	1,200	0	0	0	0	1,200	1,200
82	External Decorations Programme 07/08	0	0	0	0	17,500	0	0	0	0	17,500	17,500
83	Planned Maintenance 07/08	0	0	0	0	8,078	0	0	0	0	8,078	8,078
84	Decent Homes Programme 07/08 (Funding TBC for 08/09+)*	0	0	0	0	500	0	0	157,744	0	158,244	158,244
85	Transferable Discount Scheme (TDS)	0	0	0	0	250	0	0	0	0	250	250
86	Adaptations 07/08	0	0	0	0	5,350	0	0	0	0	5,350	5,350
87	Long Leasehold Dilapidations 07/08	0	0	0	0	525	0	0	0	0	525	525
88	Salttram Close Regeneration	0	0	0	1,054	0	0	0	0	0	1,054	1,054
	<b>Homes for Haringey</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,054</b>	<b>49,134</b>	<b>0</b>	<b>24,932</b>	<b>157,744</b>	<b>0</b>	<b>232,864</b>	<b>232,864</b>
	<b>Total Capital Programme</b>	<b>176,412</b>	<b>22,215</b>	<b>28,128</b>	<b>1,054</b>	<b>49,134</b>	<b>9,163</b>	<b>51,927</b>	<b>168,180</b>	<b>984</b>	<b>507,197</b>	<b>541,448</b>

Schemes marked (\*) are estimates. Funding TBC

## TREASURY MANAGEMENT STATEMENT

### 1. Introduction

1.1 The Local Government Act 2003 and supporting regulations requires the Council to 'have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. We have also set out our Prudential Indicators for year four of our financial planning process.

1.2 The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an annual investment strategy (as required by Investment Guidance issued subsequent to the Act); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

1.3 The suggested strategy for 2007/08 in respect of the following aspects of the treasury management function is based upon the Council's Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's external treasury advisor. This strategy covers:

- treasury limits for 2007/08 to 2010/11, which will limit the treasury risk and activities of the Council;
- prudential indicators
- the current treasury position and borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- the extent of debt rescheduling opportunities;
- the annual investment strategy including the treasury management policy;

1.4 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from: -

1. increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
2. any increases in running costs from new capital projects

are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

### 2. Treasury Limits for 2007/08 to 2010/11

2.1 It is a statutory duty under S.3 of the Local Government Act 2003 and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit" (also referred to as "Authorised Limit").

2.2 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'.

2.3 Whilst termed an "Authorised Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

### 3. Prudential Indicators for 2007/08 – 2010/11

3.1 The following prudential indicators are relevant for the purposes of setting an integrated treasury management strategy.

3.2 The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This was adopted in May 2002 by the Council.

3.3 The actual capital expenditure that was incurred in 2005/06 and the estimates of capital expenditure to be incurred for the current and future years that are recommended for approval are:

	Capital Expenditure						
	2005/06 £000 Actual	2006/07 £000 Estimate	2006/07 £000 Revised Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate	2009/10 £000 Estimate	2010/11 £000 Estimate
General Fund	89,229	87,091	99,266	78,806	80,431	72,171	42,925
HRA	24,087	18,094	18,136	19,278	61,422	77,336	74,828
<b>Total</b>	<b>113,316</b>	<b>105,185</b>	<b>117,402</b>	<b>98,084</b>	<b>141,853</b>	<b>149,507</b>	<b>117,753</b>
<b>Funded by</b>							
Credit							
approvals/supported							
borrowing	35,576	39,394	21,177	23,666	54,605	74,461	67,375
Unsupported							
borrowing	6,059	715	594	592	0	0	392
Capital receipts	13,912	11,288	15,746	10,216	8,432	5,499	3,981
Government grants	42,367	46,031	66,373	41,090	57,135	49,760	26,539
Revenue and other							
contributions	15,402	7,757	13,512	22,520	21,681	19,787	19,466
<b>Total</b>	<b>113,316</b>	<b>105,185</b>	<b>117,402</b>	<b>98,084</b>	<b>141,853</b>	<b>149,507</b>	<b>117,753</b>

- 3.4 Estimates of the ratio of financing costs to net revenue stream for the current and future years and the actual figures for 2005/06 are:

	Ratio of Financing Costs to Net Revenue Stream						
	2005/06 £000 Actual	2006/07 £000 Estimate	2006/07 £000 Revised Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate	2009/10 £000 Estimate	2010/11 £000 Estimate
GF	8.16%	7.86%	7.24%	7.04%	6.75%	6.65%	6.93%
HRA	22.55%	33.03%	33.27%	33.41%	34.08%	35.20%	36.57%
Combined	6.34%	6.14%	5.65%	5.55%	5.33%	5.22%	5.47%

The estimates of financing costs include current commitments and the proposals in this budget report and elsewhere on the agenda.

- 3.5 The actual capital financing requirement for 2005/06 and estimates of the capital financing requirement for the council for the current and future years are:

	Capital Financing Requirement						
	2005/06 £000 Actual	2006/07 £000 Estimate	2006/07 £000 Revised Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate	2009/10 £000 Estimate	2010/11 £000 Estimate
GF	256,080	279,009	256,215	258,103	251,049	250,498	246,061
HRA	358,681	358,489	364,914	371,147	420,436	485,406	547,590
<b>Total</b>	<b>614,761</b>	<b>637,498</b>	<b>621,129</b>	<b>629,250</b>	<b>671,485</b>	<b>735,904</b>	<b>793,651</b>

- 3.6 The capital financing requirement (CFR) measures the authority's underlying need to borrow for a capital purpose. The Council has, at any point in time, a number of cashflows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices.
- 3.7 The CFR is planned to increase significantly from 2008/09 onwards primarily because of the additional supported investment in respect of the Arms Length Management Organisation (ALMO) decent homes that will be funded by supported borrowing.
- 3.8 CIPFA's *Prudential Code for Capital Finance in Local Authorities* includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing

requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.”

- 3.9 The Council will meet this requirement. This view takes into account current commitments, existing plans, and the proposals in this budget report and elsewhere on the agenda.

	Net borrowing and Capital Financing Requirement					
	2006/07 £000 Estimate	2006/07 £000 Revised Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate	2009/10 £000 Estimate	2010/11 £000 Estimate
Gross borrowing	619,874	640,162	635,291	677,526	741,945	799,692
Investments	(60,000)	(60,000)	(30,000)	(30,000)	(30,000)	(30,000)
<b>Net Borrowing</b>	<b>559,874</b>	<b>580,162</b>	<b>605,291</b>	<b>647,526</b>	<b>711,945</b>	<b>769,692</b>
<b>Capital Financing Requirement</b>	<b>637,498</b>	<b>621,129</b>	<b>629,250</b>	<b>671,485</b>	<b>735,904</b>	<b>793,651</b>

- 3.10 The proposed operational and authorised limits for 2007/08 take account of the additional £17m borrowed in 2006/07 as reported to Executive on 31 October 2006. Our external treasury advisers, Sector, alerted the Council to the opportunity to take up some long term borrowing at very advantageous rates (4.10%). The additional borrowing is part of approved plans of supported funding for next years capital programme and therefore this fitted in with the Treasury Management Strategy approved by Council on 6 February 2006. The Acting Director of Finance has delegated authority to approve treasury management decisions. A delegated decision was made on 26 September 2006 to take out long term loans for £17m to secure these advantageous rates. As this relates to financing for the capital programme in 2007/08 this went above the operational boundary for borrowing in 2006/07 and therefore the Council approved an increase in this limit for 2006/07. This additional early borrowing was still within the Council’s authorised limit for 2006/07. These limits are part of the prudential indicators included in the approved Treasury Management Strategy.
- 3.11 In respect of its external debt, it is recommended that the Council approve the following authorised and operational limits for its total external debt for the next four financial years. These limits separately identify borrowing from other long-term liabilities such as leases. The operational boundary represents a key management tool for in year monitoring by the Acting Director of Finance. The operational boundary excludes the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate.
- 3.12 The Council is asked to approve the following limits and to delegate authority to the Acting Director of Finance, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value

for money for the authority. Any such changes made will be reported to the Council at its next meeting following the change.

	<b>Authorised Limit for External Debt</b>			
	<b>2007/08 £000 Estimate</b>	<b>2008/09 £000 Estimate</b>	<b>2009/10 £000 Estimate</b>	<b>2010/11 £000 Estimate</b>
Borrowing	663,561	705,561	770,561	827,561
Other long term liabilities	5,439	5,439	5,439	5,439
<b>Total</b>	<b>669,000</b>	<b>711,000</b>	<b>776,000</b>	<b>833,000</b>

- 3.13 The proposed authorised and operational limits for external debt in 2007/08 to 2010/11 are consistent with the authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely forecast position, but with sufficient headroom over and above this to allow for operational cash flow management.

	<b>Operational Boundary for External Debt</b>			
	<b>2007/08 £000 Estimate</b>	<b>2008/09 £000 Estimate</b>	<b>2009/10 £000 Estimate</b>	<b>2010/11 £000 Estimate</b>
Borrowing	638,561	680,561	745,561	802,561
Other long term liabilities	5,439	5,439	5,439	5,439
<b>Total</b>	<b>644,000</b>	<b>686,000</b>	<b>751,000</b>	<b>808,000</b>

- 3.14 The Council's actual external debt at 31 March 2006 was £587.2 million and is currently £634.2 million including approved borrowing undertaken in 2006/07. It should be noted that actual external debt is not directly comparable to the authorised limit and operational boundary, since the actual external debt reflects the position at one point in time.
- 3.15 In taking its decisions on this budget report, the Council is asked to note that the authorised limit determined for 2007/08 (see paragraph 3.9 above) will be the statutory limit determined under Part 1 s.3 (1) of the Local Government Act 2003.
- 3.16 The Band D Council Tax that would result for the Council for 2007/08 from the totality of the capital and revenue plans recommended in this budget report and elsewhere on the agenda is £1,127.83.
- 3.17 Forward estimates for the Band D Council Tax for 2008/09, 2009/10 and 2010/11 are £1,161.66, £1,196.51 and £1,232.41 respectively. These forward estimates are not fixed and do not commit the Council. They are based on the Council's existing commitments, current plans and the totality of the approved capital and revenue plans.
- 3.18 With respect to the HRA, the average weekly rent that would result for 2007/08 from the totality of the capital and revenue plans is £75.49.

- 3.19 Forward estimates for housing rents for 2008/09, 2009/10 and 2010/11 are £79.26, £83.22 and £87.38 respectively. Again, these forward estimates are not fixed and do not commit the Council. They are based on the Council's existing commitments, current plans and the totality of the approved capital and revenue plans.

**Consideration of options for the capital programme**

- 3.20 In considering its programme for capital investment, the Council is required within the Prudential Code to have regard to:
- Affordability, e.g. implications for Council Tax
  - Prudence and sustainability, e.g. implications for external borrowing
  - Value for money, e.g. option appraisal
  - Stewardship of assets, e.g. asset management planning
  - Service objectives, e.g. strategic planning for the authority
  - Practicality, e.g. achievability of the forward plan.
- 3.21 A key measure of affordability is the impact on the Council Tax, and the Council could consider different options for its capital investment programme in relation to their differential impact on the Council Tax. The Council considers future capital investment options through its business planning process including the pre-business plan reviews.

**Treasury management**

- 3.22 It is recommended that the Council set upper limits on its fixed interest rate exposures as follows: 2007/08 £635 million, 2008/09 £677 million, 2009/10 £741 million and 2010/11 £799 million.
- 3.23 It is recommended that the Council set upper limits on its variable interest rate exposures as follows; 2007/08 £190 million, 2008/09 £203 million, 2009/10 £222 million and 2010/11 £239 million.
- 3.24 It is recommended that the Council set upper and lower limits for the maturity structure of its borrowings during 2007/08 as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate at the start of the period.

	Upper limit	Lower limit
under 12 months	20%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	75%	0%
10 years and above	100%	0%

- 3.25 There are currently no proposals for the Council to invest sums for periods longer than 364 days. Any future proposals will be considered in line with the Treasury Management Strategy.



- 3.26 The capital finance regulations contained in the Local Government Act 2003 do not deal with investments and this has been dealt with through guidance from the ODPM.

#### 4. The Current Treasury Position and Borrowing Requirement

- 4.1 The Council's treasury portfolio position at 31 March 2006 comprised:

		Principal sum	Average rate
<b>Debt</b>		<b>£m</b>	<b>%</b>
Fixed Rate Funding	PWLB	462.2	
	Market	125.0	
		<b>587.2</b>	
Other long term liabilities		5.4	
<b>Total Debt</b>		<b>592.6</b>	7.35%
<b>Total Investments</b>		<b>27.9</b>	4.66%
<b>Current net borrowing</b>		<b>564.7</b>	

- 4.2 The capital financing requirement (CFR) is planned to increase in 2007/08 by £8.1 million as a consequence of capital expenditure.
- 4.3 The CFR is planned to increase significantly from 2008/09 onwards primarily because of the anticipated additional supported investment in respect of Housing – Arms Length Management Organisation (ALMO) decent homes – potentially up to £158m of capital investment in housing stock from 2008/09 to 2010/11. This will be financed by supported borrowing. The supported borrowing in revenue impact terms will be in the housing revenue account. The costs of borrowing will be met by actual government support and this will be kept under close review. The total bid for investment funding for the decent homes scheme is £228m over the duration of the whole scheme.
- 4.4 Children and Young People's Service – Building Schools for the Future (BSF) – A total of £194m is planned to be spent on BSF (made up of £179m of central government resources, £10m from the Learning Skills Council contributing towards the cost of the new 6<sup>th</sup> form centre and revenue contributions from the DSG).
- 4.5 In the Council's 2007/08 to 2010/11 budget plans the capital programme is mainly based on the amount of supported borrowing and grant from central government and a projection of potential capital receipts. However there are three relatively small unsupported borrowing schemes with spend totalling £984k that will be funded within available resources and are 'spend to save' projects. Therefore there is no increase in council tax or housing rent to fund a higher level of spend above the level of resources available.

- 4.6 Council's estimated borrowing requirement in future years as set out in the prudential limits is as follows:

	2007/08	2008/09	2009/10	2010/11
	£m	£m	£m	£m
New borrowing	8.1	42.2	64.4	57.7
Alternative financing arrangements	0	0	0	0
Replacement borrowing	0	0	0	0
<b>Totals</b>	<b>8.1</b>	<b>42.2</b>	<b>64.4</b>	<b>57.7</b>

- 4.7 As reported in paragraph 3.10 the above new borrowing requirement for 2007/08 was borrowed in 2006/07 due to the opportunity to take up some long term borrowing at very advantageous rates.
- 4.8 Although there is no scheduled replacement borrowing in the period as shown above, there are some LOBO option start date reviews on existing borrowing in 2007/08 to 2010/11 where replacement borrowing may be required depending on the outcome of those reviews.

## 5. Prospects for interest rates

- 5.1 The Council appointed Sector Treasury Services as its treasury adviser and part of their service is to assist the Council to formulate a view on interest rates. The following table gives the forecast, which is Sector's central view.
- 5.2 **Sector View:** Interest rate forecast – January 2007 with a current base rate of 5.25%.

	Q/E1 2007 %	Q/E2 2007 %	Q/E3 2007 %	Q/E4 2007 %	Q/E1 2008 %	Q/E2 2008 %	Q/E3 2008 %	Q/E4 2008 %	Q/E1 2009 %	Q/E2 2009 %	Q/E3 2009 %	Q/E4 2009 %	Q/E1 2010 %
Bank rate	5.50	5.50	5.50	5.25	5.00	4.75	4.75	4.75	4.75	5.00	5.00	5.00	5.00
5yr PWLB rate	5.25	5.25	5.00	4.75	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50
10yr PWLB rate	5.00	5.00	4.75	4.75	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50
25yr PWLB rate	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50
50yr PWLB rate	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25

- 5.3 Sector's reviews of economic background during 2006 and looking forward through 2007 and into 2008 for UK, US and EU are as follows.
- 5.4 **UK economic background**
- 5.4.1 Gross domestic product (GDP) growth is on the upswing of the economic cycle from a low point reached in June 2005. Robust growth is expected to continue for a little longer but a modest cooling is expected in 2007 (2006 2.5%, 2007 2%) and to continue at below the trend rate thereafter. The

recovery in consumer spending and retail sales has underpinned this upswing in GDP.

- 5.4.2 The housing market has proved to be more robust than expected with house price inflation over 8% per annum. Increases in Bank Rate in August 2006, November 2006 and January 2007 are likely to dampen the housing market and also increases in unsecured borrowing.
- 5.4.3 Higher than expected immigration from Eastern Europe has strengthened growth and dampened wage inflation.
- 5.4.4 The Bank of England's monetary policy committee (MPC) raised Bank Rate to 5% in November 2006 and to 5.25% in January 2007 to bring inflation down to the 2% target level two years ahead. The MPC has been concerned that short term price increases could feed through into wage settlements in the next pay round.
- 5.4.5 The public sector real increase in expenditure per annum is anticipated to weaken to 2.5% over the next few years from 3% average between 2000 and 2005.
- 5.4.6 US and EU economic positions and outlooks have also been reviewed and taken into account in formulating a view on interest rates.
- 5.4.7 The forecast within this strategy statement has also taken account of data from a variety of forecasts published by a number of institutions.

## **6 Borrowing Strategy**

- 6.1 The Sector forecast is as follows: -
  - The 50 year PWLB rate is expected to remain flat at 4.25%. As the Sector forecast is in 25bp segments there is scope for the rate to move around the central forecast by +/- 25 basis points without affecting this overall forecast.
  - The 25-30 year PWLB rate is expected to remain at 4.5% for the foreseeable future.
  - The 10 year PWLB rate will remain at 5% until Q3 2007 when it will fall to 4.75% and then fall in Q1 2008 to 4.50% and remain at that rate for the foreseeable future.
  - 5 year PWLB rate will remain at 5.25% until Q3 2007 when it will fall to 5%. It is then expected to reduce to 4.75% in Q4 2007 and then reduce again to 4.5% in Q1 2008 and remain at that rate for the foreseeable future.
- 6.2 This forecast indicates that the borrowing strategy for 2007/08 should be set to take very long dated borrowing at any time in the financial year. Variable rate borrowing and borrowing in the five year area are expected to be more

expensive than long term borrowing and will therefore be unattractive throughout the financial year compared to taking long term borrowing.

6.3 The main strategy to minimise debt interest costs is as follows:

- With 50 year PWLB rate at 4.25%, borrowing should be made in this area of the market at any time in the financial year. This rate will be lower than the forecast rates for shorter maturities in the 5 year and 10 year area. A suitable trigger point for considering new fixed rate long term borrowing, therefore, would be 4.25%.

6.4 Against this background caution will be adopted with the 2007/08 treasury operations. The Acting Director of Finance will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions as required by the policy.

6.5 Sensitivity of the forecast - the main sensitivities of the forecast are likely to be the two scenarios below. The Council officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

- if it were felt that there was a significant risk of a sharp rise in long and short term rates, perhaps arising from a greater than expected increase in world economic activity or in increases in inflation, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.
- if it were felt that there was a significant risk of a sharp fall in long and short term rates, due to e.g. growth rates weakening, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term funding will be considered.

## **7. Debt Rescheduling and restructuring**

7.1 As the first fall in Bank Rate is expected in Q4 2007, it is therefore expected that there will be a sharp difference between higher shorter term rates and cheaper long term rates in quarters 2 to 3 of 2007. Later on in 2008, this advantage will diminish once Bank Rate, and short term rates generally, start falling. There will therefore be an opportunity during quarters 2 to 4 of 2007 to restructure shorter term debt into long term in order to optimise the potential savings achievable in the financial year 2007/08. Any positions taken via rescheduling will be in accordance with the strategy position outlined in paragraph 6 above.

7.2 In addition, the Council will actively give consideration during the year to taking advantage of small movements in PWLB rates to reduce the cost of existing debt in the portfolio by reborrowing at lower rates without making significant changes to the type of debt (fixed / variable) or maturity periods.

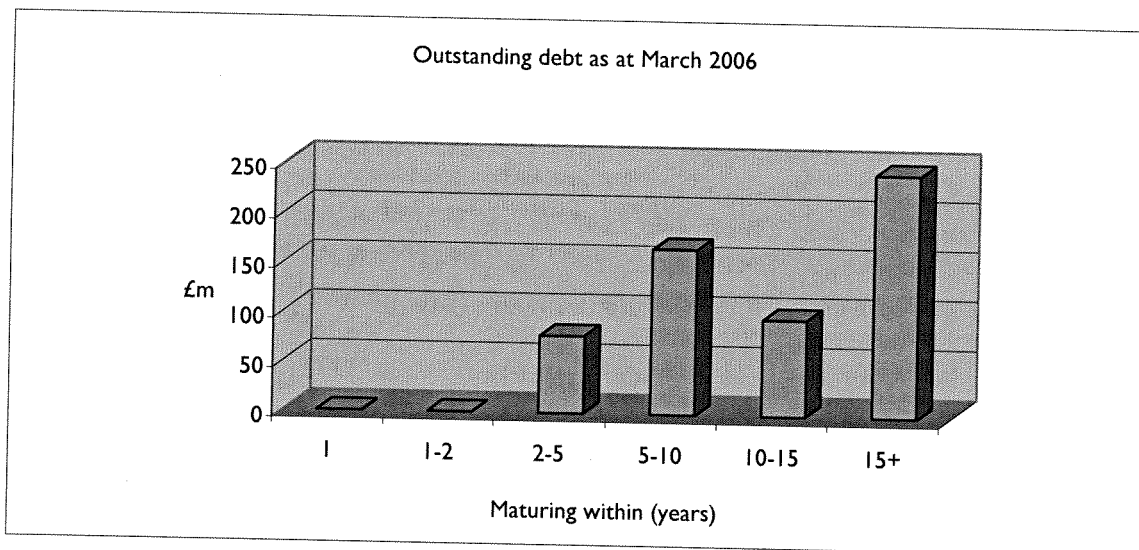
7.3 The reasons for any rescheduling to take place will include:

- the generation of cash savings at minimum risk;
- in order to help fulfil the strategy outlined in paragraph 6 above; and
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

7.4 CIPFA issued a draft accounting standards document (SORP 2007) on 18 October 2006 which includes major potential changes in the treatment of the valuation of debt and investments, the calculation of interest and the treatment of premia and discounts arising from debt rescheduling. There will be a three month consultation period before proposals are finalised. It is also expected that these proposals, once finalised, may make necessary the issue of legislation by the Government to take effect from 1 April 2007. The Authority's treasury management strategy will be reviewed once the final decisions in this area are known to see whether any changes will be required in borrowing, investment or debt rescheduling strategies.

7.5 All rescheduling will be reported as required by the policy.

7.6 Profile of long term debt maturity as at 31 March 2006 is as follows. Currently debt maturing within 5 to 10 years is relatively high. This is monitored as part of our continual review of our debt profile with our advisors to ensure that a balanced portfolio is maintained that takes due account of risk.



## 8. Annual investment strategy

### 8.1 Investment Policy

8.1.1 The Council will have regard to the ODPM's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA Treasury Management Code"). The Council's investment priorities are: -

- the security of capital and
- the liquidity of its investments.

- 8.1.2 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.
- 8.1.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
- 8.1.4 Specified Investments. (All such investments will be sterling denominated, with maturities up to maximum of 1 year). Investment is permitted with the following organisations registered in the UK, European Union or North America, up to the following investment limits.

	Counterparty limits £m
All banks authorised under the Banking Act 1987 which have an acceptable rating in the rating matrix	10
The Council's banker (currently Co-operative Bank PLC)	7
All building societies which have an acceptable rating in the rating matrix	10
Local Authorities	10
HM Government	20
Money Market Funds	10

- 8.1.5 The ratings matrix referred to in the above table is prepared by the Council's treasury advisors. The Council uses Fitch ratings to derive its criteria. Where a counterparty does not have a Fitch rating, the equivalent Moody's (*or other rating agency if applicable*) rating will be used. All credit ratings will be monitored on an ongoing basis. The Council is alerted to changes in Fitch ratings through its use of the Sector creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- 8.1.6 Possible review of the types of specified investments permitted will be discussed with Sector and reported back should any changes in policy be proposed.
- 8.1.7 The Council's current policy is not to deal in non-specified investments (i.e. cash investments longer than 1 year). Possible review of this policy will be discussed with Sector and reported back for approval should any changes in policy be proposed.
- 8.1.8 The Treasury Management Policy document is included at Section 9.

## 8.2 Investment Strategy

### In-house funds

- 8.2.1 Based on its cash flow forecasts, the Council anticipates its fund balances in 2007/08 to range between £0m and £100m, however, cashflow variations can sometimes occur where this may vary.

- 8.2.2 Investments will accordingly be made with reference to the core balance and cash flow requirements and the outlook for interest rates (i.e. rates for investments up to 12 months and beyond 12 months).
- 8.2.3 Giving due consideration to the Council's balances over the next 4 years, the need for liquidity, its spending commitments and provisioning for contingencies, the Council has determined that some of its overall fund balances could possibly be prudently committed to longer term investments (i.e. those with a maturity exceeding a year). This will be reviewed in consultation with Sector.

### **Interest Rate Outlook**

- 8.2.4 Sector advise that the base rate is expected to rise again to 5.50% in Q1 2007, then fall to 5.25% in Q4 2007, reduce to 5% in Q1 2008 and then to 4.75% in Q2 2008. Then base rate is expected to increase to 5% in Q2 2009. We are advised to lock in longer period investments at higher rates before this fall starts for some element of our investment portfolio which represents our core balances. For 2007/08 we are advised to budget for a cautious investment return of 5%.
- 8.2.5 Attractive trigger rates for 1-year lending will be kept under review in consultation with Sector. 5.60% is identified as the current attractive rate.
- 8.2.6 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts and short-dated deposits (overnight to 3 months) in order to benefit from the compounding of interest.

### **End of year Investment Report**

- 8.2.7 At the end of the financial year, the Council will report on its investment activity as part of its outturn report.

## **9. Treasury Management Policy**

### **Introduction**

- 9.1 This policy is prepared in accordance with the Code of Practice on Treasury Management in Local Authorities, published by CIPFA ('the Code'). In adopting the Code, the following policies have been agreed.
- 9.2 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 4 of that Code.
- 9.3 Accordingly, the Council has created and will maintain, as the cornerstones for effective treasury management:
- a treasury management policy statement, stating the policies and objectives of its treasury management activities

- suitable treasury management practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how those activities will be managed and controlled.
- 9.4 The content of the policy statement and TMP's will follow the recommendations contained in Sections 6 and 7 of the code subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the code's key recommendations.
- 9.5 The Council receives reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, and an annual report after its close, in the form prescribed in its TMP's.
- 9.6 The Council delegates responsibility for the monitoring of the implementation of its treasury management policies and practices to the Lead Member. The Council delegates the execution and administration of treasury management decisions to the Acting Director of Finance, who will act in accordance with the organisation's statement and TMP and CIPFA's Standard of Professional Practice on Treasury Management.

### **Definitions**

- 9.7 The Code defines treasury management as:
- “the management of the local authority's cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks”.
- 9.8 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
- 9.9 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employ suitable performance measurement techniques, within the context of effective risk management.

### **Approved activities**

- 9.10 The approved activities for the treasury management function are:
- borrowing
  - lending
  - debt repayment and rescheduling
  - consideration, approval and use of financial instruments and treasury management techniques



- managing the underlying risk associated with the Council's capital financing and cashflows
- leasing.

### **Strategy**

9.11 An annual strategy report will be presented to Council. The report will set out projections of treasury management activity for the year and for subsequent years and propose actions to be taken.

9.12 The strategy will consider:

- interest rate prospects
- borrowing strategy
- annual investment strategy
- debt rescheduling
- any other treasury management activity

9.13 The strategy will further set out:

- the Council's Prudential Indicators for the following 4 financial years
- the Council's current portfolio position and borrowing requirement

### **Approved methods and sources of funding**

9.14 Borrowing is raised in accordance with the Local Government and Housing Act (1989) and is permitted via the following instruments:

- overdraft
- short term loans
- Public Works Loan Board loans
- other loan instruments.

### **Investment Policy**

9.15 The Council will have regard to the ODPM's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA Treasury Management Code"). The Council's investment priorities are: -

- the security of capital and
- the liquidity of its investments.

9.16 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

9.17 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

9.18 Specified Investments. (All such investments will be sterling denominated, with maturities up to maximum of 1 year). Investment is permitted with the

following organisations registered in the UK, European Union or North America, up to the following investment limits.

	Counterparty limits £m
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HM Government	20
Money Market Funds	10

- 9.19 The ratings matrix referred to in the above table is prepared by the Council's treasury advisors. The Council uses Fitch ratings to derive its criteria. Where a counterparty does not have a Fitch rating, the equivalent Moody's (*or other rating agency if applicable*) rating will be used. All credit ratings will be monitored on an ongoing basis. The Council is alerted to changes in Fitch ratings through its use of the Sector creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- 9.20 There are no suggested changes to the types of specified investments permitted, but a review will be carried out during the year with Sector and will be reported back for approval during the year should any changes be proposed.
- 9.21 The Council's current policy is not to deal in non-specified investments (i.e. cash investments longer than 1 year). Possible review of this policy will be discussed with Sector and reported back for approval should any changes in policy be proposed.

### **Investment Strategy**

- 9.22 Investments will be made with reference to the core balance and cash flow requirements and the outlook for interest rates (i.e. rates for investments up to 12 months and beyond 12 months).
- 9.23 Attractive trigger rates for 1-year lending will be kept under review in consultation with Sector.
- 9.24 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts and short-dated deposits (1-3 months) in order to benefit from the compounding of interest.

### **Brokers and advisors**

9.25 The following brokers are approved for open market transactions:

- ICAP PLC
- Prebon Marshall Yamane (UK) Ltd
- Tradition UK Ltd
- Sterling Brokers Ltd
- The Co-operative Bank PLC
- Martins Brokers (UK) PLC

9.26 The following brokers are approved for leasing transactions:

- Sector Leasing Services Ltd
- Unilink
- Dovetail solutions Ltd.

9.27 The Acting Director of Finance is authorised to deal with other brokers or agents, from time to time, when the Acting Director of Finance considers it to be beneficial to the Council.

9.28 The Council's treasury management advisor is Sector.

### **External managers**

9.29 The use of external managers is not permitted.

### **Delegation**

9.30 The following delegations will apply for treasury management:

#### Executive

Annual review of policy  
Consideration of the strategy

#### Acting Director of Finance

Implementation of the policy and strategy, including the authority to raise loans, enter into leases and make investments. In each case this will be in accordance with procedures determined by the Acting Director of Finance as set out in the Treasury Management Practices.

Any decision to invest in specified investments not currently used or in non-specified investments will be made following advice from Sector.

### **Reporting**

9.31 The Acting Director of Finance will:

- prepare an annual strategy report and review of the policy for the consideration of Executive;

- report annually to the Executive on the achievement of the previous year's strategy;
- report relevant, key details of the treasury management activities to the Lead Member.

**REPORT OF THE EXECUTIVE. No. 12/2006-07  
COUNCIL 5 FEBRUARY 2007**

Chair:  
Councillor George Meehan

Deputy Chair:  
Councillor Lorna Reith

## **INTRODUCTION**

- 1.1 We reported to the Council on 8 January on three matters for decision which we considered at our meeting on 19 December 2006. We now report for information on other items considered at that meeting. For ease of reference the Report is divided into the Executive portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Executive and all groups of Councillors. These reports are a welcome opportunity for the Executive on a regular basis to present the priorities and achievements of the Executive to Council colleagues for consideration and comment. The Executive values and encourages the input of fellow members.

## **ITEMS OF REPORT**

### **Finance**

#### **2. FINANCIAL PLANNING 2007/08 – 2010/11**

- 2.1 We reported to the Council on 8 January on the key financial planning issues which faced the Council and proposed a process for detailed consideration of four year budget options. The Council will recall that the existing budget plans for the four year period 2007/08 to 2010/11 would result in a budget gap of £13.6 million, with assumed council tax increases of 2.5% in each of the four years. This also assumed existing planned savings of £8.2m were achieved.
- 2.2 We considered a report which provided an update following the draft settlement from Government and was in seven sections:
  - government support
  - budget changes and variations
  - savings and investment options
  - council tax
  - children's services budget (dedicated schools grant)
  - housing revenue account budget
  - capital programme.
- 2.3 The report was supported by three appendices which set out the gross budget trail; tracked the resource shortfall through the financial planning process; and set out the draft position for children's services and the dedicated schools grant.
- 2.4 We noted the draft local government settlement and the overall resource shortfall, prior to our final budget package which is the subject of a separate report to the Council and we approved budget changes and variations which were proposed to us. In addition we

also noted issues in respect of the council tax, the children's services budget, the Housing Revenue Account budget and the capital programme.

## Organisational Development and Performance

### 3. THE COUNCIL'S PERFORMANCE – OCTOBER 2006

- 3.1 We considered a report which set out the routine financial and performance monitoring for October 2006 in the balanced scorecard format. In summary, the balanced scorecard showed that for the excellent service perspective 68% of indicators were on target or close to the end of year target at the end of October. For 25 of the 36 (69%) customer focus measures, performance targets were being met or close to being met. For financial health 25 of the 32 measures traffic lighted achieved amber or green status meaning for 78% of indicators performance levels were achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including staff survey results showed that for 17 of the 18 (94%) measures, performance was at or close to expected levels. Overall 73% of indicators were achieving or close to achieving target. In addition 73% of indicators had maintained or improved performance since the end of last year.
- 3.2 We noted that the scorecard appendix also now included some estimated top quartile data (All England) so that progress could be assessed not only against the targets we set but in terms of how we compared with others and how close we were to attaining what we ultimately were aiming to achieve. With regard to finance and in summary, based on the October position, the revenue budget showed a balanced position.
- 3.3 We were advised that Financial Regulations required proposed budget changes be subject to our approval. We approved those shown in the table below which fell into one of two categories:
- budget virements, where it was proposed that budget provision be transferred between one service budget and another. Explanations were provided where this was the case;
  - Increases or decreases in budget, generally where notification had been received in-year of a change in the level of external funding such as grants or supplementary credit approval.
- 3.4 Under the Constitution, certain virements are key decisions. Key decisions are:
- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
  - for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

Period	Service	Key	Amount	Full year	Description
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			current year (£'000)	Amount (£'000)	
7	Children	Rev	173		Inclusion of agreed asylum grant allocations and spend within the Leaving Care Team.
7	Children, Social Services	Rev	115	172	Transfer of salaries for the Children & Families Contract team.
7	Social Services	Cap*	1,300		Additional budget to reduce the adaptations backlog that is funded from capital receipts and was approved by Executive on 12 September.
7	Children, Social Services	Rev	80		Children & Families contribution towards the cost of E. Care Business Support Team.
7	Children	Rev*	322		Contribution to offset pressure on the SEN budget due to placements of children with autism.
7	Chief Executives	Rev*	200	200	Transfer of Bernie Grant Centre Budget from OD&L to Chief Executive's budget.
7	Chief Executives	Rev	20	20	Adjustment of voluntary sector recharge to the Greek Cypriot Womens Centre.
7	Chief Executives	Rev*	471	471	BSC/ASB grant is no longer receivable in the Strategy budget.
7	Chief Executives	Rev	169		Inclusion of SSCF Community Empowerment Networks spend that is funded from grant by GOL.
7	Chief Executives	Cap*	259		Reduced HERS 2 and 3 funding following mid year appraisal.
7	Chief Executives	Cap	54		Reduced THI funding for Bruce Grove following mid year appraisal.
7	Chief Executives	Rev	34		Additional grant funding from GOL for domestic violence re Haringey Hearthstone nightline.
7	Chief Executives	Rev	30		Additional grant funding from the London Development Agency for the ULVP Research & Management project.
7	Chief Executives	Rev	5	8	Reversal of virement from Legal to Customer Services as Customer Services are not going to be dealing with Citizenship Ceremonies questions and booking appointments.
7	Chief Executives, Housing	Rev	37	55	Transfer of budget from Home Connections to Customer Services to pay for services to be provided.
7	All	Rev	135		Reallocation of some NRF budgets to reflect over and under spends.
7	Chief Executives	Rev	30		Transfer of budget from member Services to IT.
7	Chief Executives, Finance	Rev	161		Reallocation of some NRF Well Being budgets.

7	Environment	Cap*	389		Additional TFL funding re school travel plans
7	Environment	Cap	81		£51k Section 278 funding re Lordship Lane Health Centre and additional TFL funding re Travel awareness (£30k).
7	Environment	Rev	54		Additional HLF related spend re Finsbury Park that is funded from income generated from activities in the park.
7	Environment	Rev*	931	931	Revisions to Highways budgets within approved cash limit to reflect current structure and activity.
7	Environment	Cap	35		TFL funded scheme for Wood green Station access development.
7	Environment	Cap*	300		Reduced GAF funding re Hornsey Mortuary relocation to reflect current spend profile.
7	Environment	Rev*	1,684	1,684	Budget adjustment to reflect the recycling contract coming back in house.
7	Chief Executives	Rev	17	17	Transfer of non Members Allowances elements back to Members Services.

#### 4. PROGRAMME HIGHLIGHT REPORT – OCTOBER 2006

- 4.1 The Council will be aware that the programme is the vehicle for the delivery of corporately significant projects and projects that are key political priorities. It underpinned the Council's corporate planning process, ensuring that the projects undertaken reflected and helped to deliver Community Strategy and corporate priorities.
- 4.2 The report provided an opportunity to monitor, challenge and support the Council's key projects to ensure that they finished on time, to budget and deliver the outcomes for the community. We considered a report which provided details of all the Council's corporately significant projects, covering the period up to the end of October 2006.
- 4.3 We were informed that a key driver in developing the programme structure had been to improve financial oversight of the Council's key corporate projects. Accordingly, projects were required to report detailed financial information in their project highlight reports each month. In receiving the report we noted that the key areas of financial concern as at the end of October had been –
- Primary Schools – Concerns about the current programme and finances would be addressed as part of the overall capital programme for the Council. This would be reported to us in January 2007.
  - Children's Centres – detailed work was underway to identify how the 2005-06 overspend would be contained within 2006-07 and to ensure the detailed spending plan for delivery of the new centres could be funded within the available budget.
  - Procurement – this project had a target of £2m of savings, equally split over 2005/06 and 2006/07. Only £1.2m had been identified with projects implemented,



so there would be a shortfall of £0.8 million against the target in 2006/07. A review of further potential projects was underway jointly with all departments.

**N.B.** These highlight reports reflected the position of some of the Council's corporately significant projects as at 31 October 2006 and might have changed in the meantime.

## **Health and Social Services**

### **5. ADULT SOCIAL CARE ANNUAL REVIEW LETTER AND STAR RATING FOR 2005/06**

- 5.1 We considered a report which advised us that the Commission for Social Care Inspection (CSCI) produced on an annual basis the Record of Performance Assessment (ROPA) for Adult Social Care commonly known as the annual review letter. We were informed that the ROPA outlined the authority's strengths and weaknesses and provided the evidence on how CSCI had reached their judgement for that authorities star rating.
- 5.2 We were informed that analysis of the ROPA indicated that the primary reason for the drop in Haringey's Adult Social Care Star Rating related to poor performance in relation to a few key performance indicators that measured both customer care and quality of service provision. The summary of areas for improvement outlined in the report provided a more detailed profile of the weaknesses that lead to this judgement. We were also informed that CSCI star rating was based on a scale of zero to three stars and that the ratings aimed to improve public information about the current performance of services and the capacity for improvement.
- 5.3 We report that we noted the annual review monitoring letter and that the Council had moved from two stars in 2004/05 to one in 2005/06. We also noted a summary of improvements achieved by the Council as well as a summary of areas for improvement both of which are detailed below -

#### Summary of Improvements Achieved

- A clear strength for Haringey was the development and production of relevant commissioning strategies that were based on relevant local data around the needs of the local community.
- The Council was effective at engaging local communities, service users and carers in forming these strategies and involving them in service improvements.
- The financial position of the Council had now been aligned to that of comparator authorities and finished the year with a balanced budget. It was positive that the Council reviewed and re-allocated expenditure to reflect national and local priorities.
- The Council had a well developed equalities strategy, which underpinned fair access to care services. This was followed up with some good examples of outcomes given around improved access to and provision of services to targeted BME groups who had been underrepresented in those areas.
- Work around adaptations and delivery of equipment had been highlighted a number of times as an area demonstrating good improvement. As this was an outcome of using the best value techniques it reflected that the Council could identify poor performance and take appropriate action to turn this around.

- The Council continued to support high numbers of adults with physical disabilities and older people to live at home, with consistent achievement in these client groups.

#### Summary of Areas for Improvement

- Older people were waiting too long for an assessment of their needs – waiting times needed to be reduced.
- Although the reviews conducted were compliant, with Fair Access to Care guidance, performance in this area had declined notably.
- 70% of Statement of need were issued to service users which was well below the London average.
- We needed to generally reduce the number of service users placed permanently in residential/nursing care - with a particular focus on learning disabilities.
- Work on improving the number of adults with learning disabilities and mental health problems to live at home should be a priority for 2006/07.
- The level of services for carers was well below the comparator average which was something we needed to tackle.
- We needed to reduce the number of patients experiencing delays in being discharged from hospital who require social care services.
- We were out of time for the Electronic Social Care Record but needed to compile with the outstanding targets as quickly as possible.
- Unit Costs needed to be stabilised and preferably brought in line with our comparator authorities.

## Housing

### 6. HOMES FOR HARINGEY QUARTERLY PERFORMANCE REPORT

- 6.1 The Council will be aware that Homes for Haringey Arms Length Management Organisation (ALMO), was launched in April 2006. An ALMO is a company set up by the Council to manage, maintain and improve its housing stock. Local authorities who have pursued this option can secure additional capital funding if the new arms-length body has received a 'good' rating i.e., 2 stars, from the Audit Commission's Housing Inspectorate.
- 6.2 The Council retains the status of landlord and tenants remain secure tenants of the authority. The Council are therefore required to closely monitor the activities of the ALMO to ensure contract compliance, adherence to regulations and guidance of good practice, and the delivery of services that when inspected will secure at least 2 stars rating. Homes for Haringey's performance is formally monitored by way of monthly and quarterly meetings.
- 6.3 We considered a report which provided us with an update of the progress made in relation to key targets and objectives and which summarised main issues discussed at the quarterly performance monitoring meeting held in November 2006. We noted that Homes for Haringey had seen some improvements in performance and were confident that recent progress and ongoing intervention would deliver the planned outcomes in the Delivery Plan. We will continue to monitor performance closely through the monthly and quarterly performance meetings in addition to which the Leader of the Council and the

Executive Member for Housing will be sent regular performance reports and areas of concerns fed back through the performance meetings. The quarterly meetings will continue to be the forum to discuss any areas of concern.

## **Enterprise and Regeneration**

### **7. UNITARY DEVELOPMENT PLAN – ANNUAL MONITORING REPORT**

- 7.1 The Council will be aware that the Haringey Unitary Development Plan (UDP) which was adopted in July 2006 deals with development and use of land in Haringey, and contains information on the Council's policies and proposals. The UDP Review was developed under the Town and Country Planning Act 1990 and the Town and Country Planning (Development Plan)(England) Regulations 1999 and it was subject to three statutory public consultation stages and a public inquiry. The UDP inquiry ran from April to September 2005 and the Council received the Inspector's report in January 2006. In response to the Inspector's report, we approved modifications to the UDP in March 2006.
- 7.2 The revised Local Development Scheme (LDS) was then submitted to the Government Office for London. The LDS is a three-year project plan, which sets out a programme for replacing the UDP policies with Local Development Documents. The Annual Monitoring Report monitored progress on the LDS. For 2005/06, the key milestones of which were the commencement of the UDP inquiry and the modifications stage. The first Annual Monitoring Report for 2004/05 was submitted to the Government Office for London in December 2005 and presented available statistical data relating to Haringey's emerging UDP policies and information on the Council's development control performance.
- 7.3 We considered a report which took forward many of the indicators used in the first report and addressed more core indicators as identified by the Government. We noted that it included some significant effects indicators which assessed the significant social, environmental and economic effects of policies and that these indicators were linked to objectives for the sustainability appraisal of Local Development Documents. We also noted that a full set of sustainability objectives and indicators would be developed for the Local Development Framework.
- 7.4 The Annual Monitoring Report submitted covered the period April 2005 to March 2006 and had to be submitted to the Secretary of State by 31 December 2006. The publication of the Annual Monitoring Report was also subject to a Best Value Performance Indicator (BV 200c). We were informed that the Government was also intending to allocate Planning Delivery Grant for 2007/08 to authorities that demonstrated performance in housing delivery, plan-making and sustainable development as identified by core indicators in the Annual Monitoring Report.
- 7.5 The Annual Monitoring Report was used for information purposes to assess the performance and effectiveness of planning policies. It presented available statistical data relating to the planning policies in Haringey's adopted Unitary Development Plan and emerging Local Development Framework. It contained a monitoring framework that identified targets and indicators, which would be used to assess the performance and effectiveness of Unitary Development Plan objectives and key policies. The Report also identified ongoing issues of data collection and analysis.

- 7.6 We report, for information, that we approved the Annual Monitoring Report for submission to the Government Office for London.

## **8. FURTHER ALTERATIONS TO THE LONDON PLAN**

- 8.1 We considered a report which advised us the London Plan was adopted in February 2004 and set the strategic spatial development priorities and policies for London until 2016 as well as underpinning much of the work of the Greater London Authority. The Mayor of London had a legal duty to keep the London Plan under review and up-to-date as well as to ensure that the Mayor's strategies were consistent with each other. In December 2005, the Mayor published a Statement of Intent which set out the scope of the further alterations to the Plan. A public consultation version of the draft alterations was produced in September 2006, which was accompanied by a sustainability appraisal report. The public consultation period ran until 22 December 2006. The Examination in Public and the Panel's report was timetabled for Summer 2007 and it was intended that the altered London Plan would be published in early 2008.
- 8.2 In October 2005, the Mayor published for public consultation early draft alterations to the London Plan on housing supply, waste and minerals. These matters had been subject to an Examination in Public and the Panel Report was published in September 2006. The early alterations would come into effect from April 2007 and were included in the further alterations version of the Plan. The Mayor's responses to the Panel's report had been included in the Further Alterations. However, they remained subject to final approval and the receipt of no direction from the Secretary of State. In many cases, the Panel's recommendations had resulted in further alterations. In December 2005, the Mayor of London published a Statement of Intent on the review of the London Plan. The Statement set out the scope of the alterations to the London Plan.
- 8.3 We noted that the draft Further Alterations to the London Plan constituted a first review of the Mayor's London Plan, which was adopted in February 2004. They include previously published Early Alterations which related to housing supply, waste and minerals. The aims and objectives of the original London Plan remained largely unchanged and the further alterations focus on themes identified in a Statement of Intent published in December 2005. We also noted that the draft Further Alterations extended the timeframe of the original Plan from 2016 to 2025/6 and focussed on strengthening some of the key policy areas which had developed since the publication of the original London Plan, including climate change, London's geography and its suburbs.
- 8.4 The draft further alterations were accompanied by a sustainability appraisal report, a scenario testing report and an equalities impact assessment. The draft Further Alterations had been published for public consultation and the closing date for comments was 22 December 2006. The London Plan now formed part of Haringey's statutory development plan and its spatial strategy, growth assumptions and targets would shape Haringey's Local Development Framework, which was required to be in general conformity with the London Plan. Therefore, it was important that the Council commented on the alterations and scrutinised the evidence and growth assumptions. The further alterations and supporting evidence would be debated at a Examination in Public and the Council would

have the opportunity to provide further representations to support its submitted comments.

- 8.5 The draft Further Alterations were generally welcomed, particularly the focus on climate change and London's suburbs. However, there were some key concerns regarding the sustainability of the plan to 2026 and the interrelationship between housing and employment growth and transport, community and utility infrastructure, the deliverability of affordable, energy efficient homes, particularly family housing and whether alterations gave sufficient attention to outer London boroughs like Haringey. There were also sub-regional issues, particularly waste apportionment and a new sub-regional structure which would require further discussion with sub-regional borough partnerships and a coordinated response for the Examination in Public.
- 8.6 We report that we agreed a response to the draft Further Alterations to the London Plan and authorised their submission to the Mayor of London.

## **Community Involvement**

### **9. LIBRARIES, ARCHIVES AND MUSEUM SERVICE - RESTRUCTURE**

- 9.1 We considered a report which advised us that the current structure of the Libraries, Archives & Museum Service was established in 2001 and reflected the need for professional qualifications and expertise within the service. However, since then, the Service had developed extensively. The increased use of technology had enabled the Service to streamline and centralise processes and procedures associated with the selection, acquisition, cataloguing and processing of stock had been minimised, with much of the work being undertaken by suppliers rather than in-house personnel. The reservation process had been re-engineered to take full advantage of our automated library management system and one member of staff was now responsible for document delivery from external sources, rather than staff in each branch.
- 9.2 Automation had improved the circulation system relating to the issuing and renewal of stock and the automated telephone system now catered for the renewal of approximately 75,000 loans each year while the self-issue and returns system took in the region of 70% of issues, so reducing the requirement for "counter" staff undertaking transactions on the issue desk. Services to children and young people represented a significant part of our service delivery but these services were not fully co-ordinated as the current Principal Librarian for Children Services did not have line management responsibility for the children's staff in Libraries. Enquiry and reference work had also altered with improvements in information technology and paper-based reference works were now being replaced by e-resources, eliminating the tedious and time-consuming task of updating.
- 9.3 We noted that the restructure of the Service proposed reflected the centralisation of support services, the ability of automation to reduce the need for staff to carry out routine duties, the need to place greater emphasis on helping the customer to obtain the best from the services available and the need for local accountability. The proposed structure reduced the number of staff devoted to backroom activities, with a corresponding increase in staff available to offer customer facing services. It also strengthened the role

of library managers and tasked them with the role of performance management and achieving targets for their particular library. We also noted that the proposals were designed to achieve a savings target of approx £200,000 from financial year 2007/8 onwards.

- 9.4 Accompanying the report were comments from UNISON on the restructure proposals and we also received a deputation from that trade union concerning the proposals. Having noted that consultation would be ongoing with the staff group early in the New Year to discuss and achieve the new structure and savings target of £200,000, we report that we agreed the proposed structure as a basis for formal consultation with affected staff and we delegated to the Assistant Chief Executive (Access) or Director of Adults, Culture and Community Services, in consultation with the Executive Member for Community Involvement, authority to agree the structure following consultation with staff.

## **Children and Young People**

### **10. DELIVERING EARLY CHILDHOOD SERVICES IN HARINGEY: MEETING THE CHALLENGE OF THE CHILDCARE ACT, 2006**

- 10.1 We considered a report which advised us that the Childcare Act 2006 had introduced new statutory duties for local authorities. The emphasis was on effective early childhood services for all children under 5, in particular addressing the needs of the most vulnerable young children. The report addressed the challenge of developing a children's centre service by increasing the number of children's centres from 10 to 18 by March 2008. This would enable the Council and its partners to deliver integrated early childhood services to at least 14,759 young children under 5.
- 10.2 The report proposed support for the development of a robust and sustainable early childhood service and identified 8 potential Phase II children's centres in order to deliver integrated early childhood services to 14,759 children in Haringey by March 2008.
- 10.3 We noted that from the initial expressions of interest (24) and early feasibility studies, 8 centres were recommended which would meet the overall target of 18 for March 2008. The proposal would bring the total number of centres in place by March 2008 to: 4 in the West Network; 5 in the North Network; 9 in the South Network. These centres would enable Haringey to reach the DfES target of 14,759 children (under 5) by 2008. Considerable consultation had taken place at a local level in all proposed areas with the engagement of governing bodies, parents and a wide range of stakeholders.
- 10.4 Two further wards with levels disadvantage would need to be addressed between 2008-2010; Fortis Green and Crouch End. Alexandra ward would also need addressing in order to reach all under 5's in Haringey. It was anticipated that there would be a Phase III development in order to move to universal provision and fulfil the Government's commitment to a children's centre in every community by 2010. However, at this stage it was not clear what additional funding would be available. We also noted that having undertaken detailed capital feasibility studies, the proposed Centres for Phase II were:

**North Children's Network** – Bounds Green Children's Centre (based at Bounds Green Primary School)

**West Children's Network** – Campsbourne Children's Centre (based at Campsbourne Primary School), Highgate Children's Centre (based at Highgate Primary School) together with a main satellite at Rokesly Infants School

**South Children's Network** – Harringay Children's Centre (based at South Haringey Infant School); Downhills Children's Centre (based at local sure start programme base working in partnership with Downhills Primary School); Seven Sisters Children's Centre (based at Seven Sisters Primary School); Earlsmead Children's Centre (based at Earlsmead Primary School); Welbourne Children's Centre (based at Welbourne Primary School).

10.5 We report for information that we approved the 8 identified children's centres for development in Phase II to meet a total of 18 centres in place for March 2008.

## 11. ADMISSIONS TO SCHOOLS – APPROVAL TO CONSULT

11.1 We considered a report which advised us that Section 89 of the School Standards and Framework Act 1998, as amended by the Education and Inspections Act 2006 and associated Regulations required admission authorities to consult annually on their admission arrangements for the following academic year. We noted that Haringey Education Services gave advice to governing bodies who were the admission authorities for other maintained primary and secondary schools in Haringey (i.e. voluntary aided schools and Greig City Academy). Consultation for all admission authorities had to be completed by 1 March 2007, and determined by 15 April 2007. The new arrangements would then come into effect from the September 2008 intake.

11.2 The Education Act 2002 required Local Authorities to introduce co-ordinated arrangements for admission to Year 7 for all maintained secondary schools in their area from September 2005. Haringey was part of the Pan-London System which was first introduced for the September 2005 intake and which had enjoyed considerable success for secondary school admissions in the Borough. The Pan-London System was now into its third successful year and the report recommended that these arrangements should continue for the 2008/09 school year.

11.3 The report included proposed admission arrangements for admission to sixth forms in Haringey community schools and the Haringey Sixth Form Centre and we were also asked to consider whether to approve the arrangements, in particular proposals from the Fortismere Governing Body for sixth form admission arrangements for the 2008/09 school year.

11.4 We noted that the first successful co-ordinated system of admission to reception classes had been undertaken last year and that it was recommended that similar arrangements were carried forward to the 2008/09 school year. We also noted that the Haringey Admissions Forum was due to meet on 25 January 2007 to consider these proposals and that the proposed arrangements took into consideration the requirements of the new DfES School Admissions Code currently under consultation.

- 11.5 During the course of our deliberations concern was expressed about the proposals from the Fortismere Governing Body for sixth form admission arrangements for the 2008/09 school year, and we were advised that while the Council would consult on the proposals it did not necessarily support them. There would be a press release which invited people to comment and that following the consultation the Schools Admissions Forum (SAF) would consider and advise and the matter would return to us for decision. Clarification having been sought of the proposed arrangements for admission to the Haringey Sixth Form Centre, we were advised that these matters would need to be taken away for further consideration.
- 11.6 We report that we approved the proposed admission arrangements proposed in the report for consultation for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School. We also approved the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium. We delegated authority to approve the proposed arrangements for consultation for the new Sixth Form Centre to the Director of the Children and Young People's Service in consultation with the Executive Member for Children and Young People subject to clarification of the points raised at our meeting.
- 11.7 We granted approval to the proposed admission arrangements for consultation put forward by Fortismere School Governors that would change their entry arrangements to the Sixth Form from 5+ A\*- C to 5+ A\*-B grades and to the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey and in so doing noted that at secondary level, this would entail the Council's continued participation in the Pan-London Scheme.

## **Leader**

### **12. ACTIONS TAKEN UNDER URGENCY PROCEDURES**

- 12.1 We were informed of the following action taken by a Directors in consultation with an Executive Members.

Employment and Pensions Agreement – Alexandra Palace

Approval to the final version of the Employment and Pensions Agreement which was an addendum to the Master Agreement for Alexandra Palace.

### **13. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**

- 13.1 We were informed of significant actions which involved expenditure of more than £50,000 taken by Directors under delegated powers.



**Assistant Chief Executive Access**

Application Approval – Projects in Tottenham & Seven Sisters Area Assembly.

Project Appraisal Services for the Bridge NDC.

Variation to the Public-I web casting contract to increase the hours available for multimedia material.

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