

REVISED VERSION

PLEASE NOTE: THIS AGENDA CONTAINS ADDITIONAL APPENDICES

NOTICE OF MEETING

Overview and Scrutiny Committee

MONDAY, 20TH NOVEMBER, 2006 at 19:00 HRS – CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE .

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

Co-Optees: Mr B. Aulsberry and Mrs. I. Shukla (REJCC non-voting representatives), Ms. C. Bhagwandeem plus 2 Vacancies (parent governors), L. Haward plus 1 Vacancy (church representatives)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 11 below).

4. 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.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. BUDGET SCRUTINY - ENTERPRISE & REGENERATION (PAGES 1 - 12)

To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Planning, Environment Policy and Performance (PEPPs)
- Strategy (Regeneration and Policy & Partnerships)

7. BUDGET SCRUTINY - CRIME & COMMUNITY SAFETY (PAGES 13 - 28)

To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Enforcement
- Safer Communities

8. BUDGET SCRUTINY - LEADER (PAGES 29 - 40)

To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

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

9. BUDGET SCRUTINY - FINANCE (PAGES 41 - 58)

To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Corporate Finance / Audit & Risk Management
- Corporate Property
- Benefits and Local Taxation
- Corporate Procurement

10. MINUTES (PAGES 59 - 62)

To confirm and sign the minutes of the meetings held on 21 August 2006 (special meeting).

11. NEW ITEMS OF URGENT BUSINESS

Yuniea Semambo
Head of Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

Jeremy Williams
Principal Support Officer (Council)
Tel: 020-8489 2919
Fax: 020-8489 2660
Email: Jeremy.williams@haringey.gov.uk

20 November 2006

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Overview and Scrutiny Committee
On 20 November 2006

Report title: Budget scrutiny - Pre business plan review documents for the Enterprise & Regeneration Portfolio

Report of: The Acting Director of Environment, ACE Strategy and Acting Director of Finance

Wards affected: All

1. Purpose

1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Planning, Environment Policy and Performance (PEPPs)
- Strategy (Regeneration and Policy & Partnerships)

2. Recommendations

2.1 To note the latest financial planning position as set out in the report.

2.2 To consider and make recommendations to the Executive on the pre-business plan review documents, in particular the new savings and investment proposals. The recommendations of the Overview and Scrutiny Committee will be considered by the Executive in agreeing the Council's final budget for 2007/08.

Report authorised by:

 **Andrew Travers**
Acting Director of Environment

David Hennings
ACE Strategy

 **Gerald Almeroth**
Acting Director of Finance

Contact officer:	Shifa Mustafa / Amir Rashid	Kevin Bartle
Telephone:	020 8489 5538 / 6955	020 8489 3743

3. Executive summary

3.1 The report provides an update on the financial planning process and pre-business planning documentation for scrutiny.

4. Reasons for any change in policy or for new policy development

4.1 None

5. Access to information: Local Government (Access to Information) Act 1985

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

- Report of the Acting Director of Finance to the Executive 4 July 2006 – Financial planning 2007/8 to 2010/11
- Report of the Acting Director of Finance to the Overview & Scrutiny Committee 24 July 2005 – Budget Scrutiny
- Report of the Acting Director of Finance to the Executive 31 October – Financial planning 2007/8 to 2010/11 (including the detailed PBPR documents)

For access to the background papers or any further information please contact Kevin Bartle on 020 8489 3743.

6 Background

- 6.1 The Executive on 4 July 2006 considered a comprehensive report on financial strategy for the period 2007/08 to 2010/11 and agreed a business planning and budget-setting process. At that time the budget showed a significant gap for the years 2007/08 and 2010/11, with an overall gap of £13.6m over the full four year planning period. This assumes the achievement of pre-agreed savings proposals of £8.2m. The assumed council tax in the projection is an increase of 2.5% in each of the four years and a known grant settlement figure of 2.7% in 2007/08. Attached at appendix 1 is the budget trail as reported to Executive in July which sets out the overall position.
- 6.2 A further report was considered by the Executive on 31 October 2006 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered.
- 6.3 As part of the pre-business planning review process, targets were set for individual business units to identify potential savings opportunities. The targets took account of the level of savings already identified in current financial plans and previous years. These savings targets were aligned to the governments Gershon efficiency targets of 2.5% per annum. Ring-fenced funded services were separately identified within this process. The savings proposals will be required to fund the budget gap identified above and any additional investments that are agreed as part of this budget setting process. The final budget proposals will depend on the level of formula grant received from government, which will be announced in early December.

7 Pre business plan reviews

- 7.1 Members will recall that the purpose of the pre-business review process is to:
- ensure that the financial planning process is clearly linked with, and reflects, the full strategic agenda of the Council;
 - ensure that all budget options support the achievement of community strategy objectives;
 - ensure that proposals are considered in conjunction with the impact on service performance;
 - ensure that budget options enhance the achievement of value for money;
 - review the impact of previous years investment proposals;
 - identify efficiency savings, both cashable and 'non-cashable', and investment opportunities both within and between business units;
 - support consultation activity with key stakeholders;
 - support the budget scrutiny process;
 - gather information to support a number of planning processes.
- 7.2 The reviews have been prepared in conjunction with Executive Members and are released for scrutiny.

7.3 To assist members in the scrutiny process we have attached to this report in appendix 2 extracts of the PBPRs relevant to this portfolio by business unit in respect of new proposals:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
- New capital investment proposals (PBPR section 11);
- Non General Fund proposals (if appropriate).

Members have also been provided with a list of the investments agreed in previous years' budgets for information (PBPR Section 5.5). Although these investments have been agreed and accounted for, it may be that, given the challenging forecast financial position, members would like to revisit them.

7.4 Members are asked to consider these proposals in relation to 7.1 above.

7.5 Appendix 3 provides an overview of the 2006/07 budget by business unit across the Council and summarises the proposals over the four year planning period to give members a view of the overall scale of the proposals.

7.6 The following section in the report summarises the key service issues and objectives by business unit over the planning period.

8 Departmental Services Issues

Planning, Environment Policy and Performance (PEPPs) Business Unit

8.1 Key strategic issues / objectives

Performance and Value for Money

Planning applications performance has met and exceeded all local and national targets this year. Other successes include 100% performance in respect of protecting green spaces from development, and 100% for quality of planning services.

Areas requiring improvement are appeals performance which is below the national and London wide average and customer satisfaction where a survey is currently being undertaken.

In terms of value for money the service costs are around the London average with performance assessed as high.

The key challenge for next year will be maintaining the high level of performance in respect of planning applications, in light of a number of recently introduced quality initiatives including improved consultation and design input.

Policy Development

All major policy areas have been progressed in line with targets including the adoption of the new UDP, preparation of Transport Strategy (LIP) and the Statement of Community Involvement. The main areas for next year are the

new Housing Supplementary Planning Document and the review of the boroughs Conservation Areas.

Key Site Regeneration

There has been considerable progress in respect of both Tottenham Hale and Haringey Heartlands in particular the securing of £14.2m growth funds for infrastructure projects. The Tottenham Hale Masterplan has been completed and major planning applications have been submitted. Heartlands is reaching planning application stage. There has also been progress on a number of other key sites including Tottenham Town Hall, and Hornsey Depot. Key issues for next year is the need to ensure we have the capacity to deal with the programme and the risks posed by proposed government changes in respect of the Mayor's powers and the possible introduction of the Planning Gain Supplement.

Cost Pressures

The year end position is for a balanced budget however there are pressures from overspends in respect of legal and appeal costs as well as the cost of redundancies which will need to be managed over a 3 year period.

8.2 Savings and investment proposals attached in appendices

Investments

There are 3 revenue bids, £350k to support the delivery of the key site agenda including Heartlands and Tottenham Hale. £100k to fund the new Housing Supplementary Planning Document and £60k revenue implications of the IT capital bid of £150k.

Savings

Already agreed savings for 07/08 and 08/09 of £121k are still appropriate and will be achieved. Proposals for new savings of £162k are to increase fees in Building Control and Planning by £70k, the reduction of support staff to the value of £52k and the lost of one policy planner post £40k. This is proposed for 08/09 to take place after the completion of the Housing policy review.

Strategy (Regeneration; Policy & Partnerships) Business Unit

8.3 Key strategic issues / objectives

- Strengthening the approach to co-ordination and development of corporate policy and key strategic change projects for the Council within existing resources. This will include development of a knowledge management , GI and briefing systems
- Improved co-ordination of the Haringey Strategic Partnership (HSP) through implementation of recommendations from the HSP review thus ensuring objectives for partnership working are properly resourced which will help meet all the Councils priorities.
- Continuing to develop the Councils leadership role for economic development and inward investment. This will involve delivery of the worklessness element of the LAA, the Local Enterprise Growth Initiative and increased partnership working with key agencies to develop new projects

8.4 Savings and investment proposals attached in appendices

- Achieving savings by reducing the town centre management function and consultancy fees which will not affect the overall performance of business units in this area.
- Establishing a dedicated support function thereby ensuring the Councils objectives for partnership working are properly resourced.
- Capitalising on the opportunity to set up a Groundwork Trust in Haringey. This will help meet a number of corporate and departmental priorities in the areas of community development, neighbourhood renewal and physical/ environmental regeneration. This will help achieve priorities related to improving the environment and provision for young people.

9 Consultation

9.1 This is part of the consultation of the business and financial planning process.

10 Summary and conclusions

10.1 The conclusions will be for the committee to decide before agreeing a report back to Executive as part of the budget process.

11 Comments of the Head of Legal Services

11.1 To be completed

12 Equalities implications

12.1 This is considered as part of the individual pre-business plan review documents.

13 Use of appendices

13.1 Appendix 1 – The budget trail as reported to the Executive in July 2006 which sets out the overall position.

13.2 Appendix 2 – extracts from the pre-business plan review documents showing:

Pre agreed cashable efficiency savings (PBPR section 5.3)
New proposed cashable efficiency savings (PBPR section 13)
New revenue investment proposals (PBPR section 12);
New capital investment proposals (PBPR section 11).
Pre agreed investments (memorandum item PBPR section 5.5);
Non General Fund proposals (if appropriate).

13.3 Appendix 3 – summary budget analysis document (2006/07 to 2009/10)

13.4 Pre-business plan review documents (circulated separately).

Gross Budget Trail	2007/08	2008/09	2009/10	2010/11
	£'000	£'000	£'000	£'000
Budget brought forward	366,511	382,819	399,533	416,195
<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 in this report:				
- capital financing costs	750	800	1,037	1,078
- pension fund			1,060	1,070
- waste disposal			500	500
- contingency	3,000			
- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Gross Council budget requirement	388,431	401,533	415,549	440,429
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
Net Council budget requirement	232,104	234,419	236,905	249,458
Funding				
Council tax (see below)	93,984	96,333	98,743	101,211
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	226,492	232,419	237,551	242,794
Resource shortfall/(excess)	5,612	2,000	(646)	6,664
Council tax	£	£	£	£
Council tax (LBH)	1,122.35	1,150.40	1,179.17	1,208.65
Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

BPBR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
5.3	S	Exec Member: Entr & Regen	Chief Executive's (Strategy)	Communication	P&P	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.
13	S	Exec Member: Entr & Regen	Chief Executive's (Strategy)	Communication	Regeneration	68	1		38	107	Staff post Deputy Manager will be deleted (currently on agency contract).
5.3	S	Exec Member: Entr & Regen	Environment	Communication Total	Cost recovery through s106 contribution	88	1	0	38	127	On Target for achievement in 2006/07
5.3	S	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Planning fees increase	27	30			57	On Target for achievement in 2006/07
13	S	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Increase in Planning fees			30		30	Consultation on national planning fees currently underway.
13	S	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Increased Building Control fees		20	20		40	Planned development of Key sites
13	S	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Reduction of Support staff	35			17	52	Reduced support staff
13	S	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Reduction in Planning policy staff		40			40	Difficulty in delivering milestones of AMR.
				Planning, Policy & Performance Total		126	90	50	17	283	
				S Total		214	91	50	55	410	
12	G	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.
12	G	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Housing planning policy review.	100				100	Funding required for staffing, sustainability appraisal and other studies.
12	G	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.
12	G	Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	As above	40				40	Develop further the planning portal link.
				Planning, Policy & Performance Total		510	0	0	0	510	
				G Total		510				510	

London Borough of Haringey
 Pre-Agreed Investments (PBPR Table 5.5)
 Executive Member for Enterprise Regeneration

Portfolios	Directorate	Business Unit	Details of Pre-Agreed Investment	2006/07 over and above 2005/06 £'000	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	Total 07/08-08/09	Dependencies/Impact
Exec Member: Entr & Regen	Environment	Planning, Policy & Performance	Unitary Development Plan review/Local Development Framework	75		(75)	-75	Manager has now been recruited, staff team is being restructured, members have agreed new hire rates. Extended programme is being delivered to accommodate more community groups.
Exec Member: Entr & Regen Total				75	0	(75)	-75	

London Borough Of Haringey
 PBPR Capital Investment Bids 2007/08 - 2010/11
 Executive Member For Enterprise And Regeneration

Appendix 2

Form Number	Portfolio	Directorate	Business Unit	Capital Project Title	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12 2007/08 - 2010/11	Corporate Resources as a Contribution of Capital Cost %
						2007-08 £'000	2008-09 £'000	2009-10 £'000	2010-11 £'000	Total £'000		
024	Exec Member: Entr & Regen	Environment	PEPPS	Building Control: Mobile Working Project	100	0	0	0	0	100	20	100%
025	Exec Member: Entr & Regen	Environment	PEPPS	Green Stream: Server Upgrades	50	0	0	0	0	50	40	100%
026	Exec Member: Entr & Regen	Environment	PEPPS	GLS Site, Tottenham Hale	0	0	0	0	0	2,131		0%
			PEPPS Total		150	0	0	0	0	2,281	60	
			Grand Total £000		150	0	0	0	0	2,281	60	

Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3												
Executive Portfolios	Councillor	2007/08		2008/09		2009/10		2010/11		Cumulative		
		Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Leader of the Council	George Meehan	118	251	67	-	-	-	100	-	285	251	
Executive Member for Children & Young People	Liz Santry	2,433	375	1,459	-	-	-	1,458	-80	5,350	295	
Executive Member for Community Involvement	Lorna Rieth	658	40	513	-	167	-	179	-	1,517	40	
Executive Member for Crime and Community Safety	Nilgun Canver	199	680	263	-	10	-	115	-	587	680	
Executive Member for Enterprise and Regeneration	Kaushika Amin	214	510	91	-	50	-	55	-	410	510	
Executive Member for Environment & Conservation	Brian Haley	679	2,114	1,223	886	100	55	654	40	2,656	3,095	
Executive Member for Finance	Toni Mallett	798	610	525	-262	362	-20	205	5	1,890	333	
Executive Member for Health & Social Services	Bob Harris	1,193	1,811	1,140	187	1,885	-	865	-	5,083	1,998	
Executive Member for Housing	Isidoros Diakides	-	1,156	-	324	-	348	-	27	-	1,855	
Executive Member for Organisational Development & Performance	Dhiren Basu	524	217	236	-	244	-	293	-	1,297	217	
TOTAL		6,816	7,764	5,517	1,135	2,818	383	3,924	-8	19,075	9,274	

London Borough of Haringey Budget Preparation - Capital Programme Bids 2007/08 to 2010/11

Appendix 3

Executive Portfolios	Councillor	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12C 2007/08 - 2010/11
			2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000	
Leader of the Council	George Meehan							
Executive Member for Children & Young People	Liz Santry	0	10,189	2,411	700	39,467	0	
Executive Member for Community Involvement	Lorna Rieth	8,300	1,392	1,267	330	10,770	0	
Executive Member for Crime and Community Safety	Nilgun Canver	405	0	0	0	1,705	120	
Executive Member for Enterprise and Regeneration	Kaushika Amin	150	0	0	0	2,281	60	
Executive Member for Environment & Conservation	Brian Haley	36,073	19,159	18,379	17,686	84,413	824	
Executive Member for Finance	Toni Mallett	8,930	2,550	1,400	500	8,930	150	
Executive Member for Health & Social Services	Bob Harris	9,842	2,895	2,875	2,875	12,007	0	
Executive Member for Housing	Isidoros Diakides	2,154	0	0	0	2,154	50	
Executive Member for Organisational Development & Performance	Dhiren Basu	12,900	3,900	3,000	3,000	12,900	0	
Grand Total £000		78,754	40,085	29,332	25,091	174,627	1,204	

Overview and Scrutiny Committee
On 20 November 2006

Report title: Budget scrutiny - Pre business plan review documents for the Crime and Community Safety Portfolio

Report of: The Acting Director of Environment, ACE Strategy and Acting Director of Finance

Wards affected: All

1. Purpose

1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Enforcement
- Safer Communities

2. Recommendations

2.1 To note the latest financial planning position as set out in the report.

2.2 To consider and make recommendations to the Executive on the pre-business plan review documents, in particular the new savings and investment proposals. The recommendations of the Overview and Scrutiny Committee will be considered by the Executive in agreeing the Council's final budget for 2007/08.

Report authorised by:

CP
Andrew Travers
 Acting Director of Environment

David Hennings
 ACE Strategy


Gerald Almeroth
 Acting Director of Finance

Contact officer:	Jean Croot & Robin Payne	Kevin Bartle
Telephone:	020 8489 6934 / 5513	020 8489 3743

3. Executive summary

3.1 The report provides an update on the financial planning process and pre-business planning documentation for scrutiny.

4. Reasons for any change in policy or for new policy development

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7.6 The following section in the report summarises the key service issues and objectives by business unit over the planning period.

8 Departmental Services Issues

Enforcement Business Unit

8.1 Key strategic issues / objectives

The enforcement service is currently showing good performance in its reported PIs and in the new area of Environmental Crime we are delivering some very strong performance particularly in partnership operations. Areas for improvement include Member response, noise, licensing, contaminated land and planning enforcement. New laws on gambling and smoking will provide new areas for service development.

A new Private Sector Housing Strategy will emphasise the importance area improvement, fuel poverty and enforcement in the regeneration of private sector housing. Extended HMO licensing, planning enforcement and actions to bring empty properties back into use will be key priorities for intervention.

However, resources will inevitably impact on levels of activity and priorities for enforcement activity a new enforcement policy and strategy will establish these. Restructuring will help to secure improvements for services such as Planning, Licensing and Noise through a stronger emphasis on both local area action and out of hours operations. Restructuring will also take forward a modernisation of the service and more efficient working through the better use of IT tools, increased consultation and engagement with communities and stronger customer focus. Experienced staff retention and recruitment is a concern.

Key Cost Pressures

- 1) Establishment Costs – the service is moving towards a restructuring process that will reduce the overall establishment so that it can operate within the cash limit. Current staff levels are affordable but until the restructure places people into new roles, there will be some pressures to cover gaps in key service areas such as planning enforcement and noise. It is expected that vacancies arising will ensure these pressures do not result in overspend.
- 2) Legal Spend – the starting budget for legal costs in the Enforcement budget was £155k. As of October spend was £176k. Based on current activity this would reach £350k by the end of the year. The budget has now been revised to £200k and further funds will be made available through successful enforcement interventions including fixed penalty notice income and recovered awarded court costs. It is expected that there will be an overspend of up to £100k unless there is a reduction in instructions to prosecute. Officers have prepared an Executive Member report showing how current expenditure is spread across enforcement teams and have implemented measures to increase the proportion of offences dealt with by way of formal caution. Longer term options here will be linked to a new policy and strategy for enforcement.
- 3) Pest Control income is currently underachieving. There appear to be two reasons; a reduction in block treatments agreed by HfH; and the impact of changes to call handling introduced this year. We are currently undertaking a VfM study on pest control and expect that this will identify issues that could impact income and the PBPR also identifies the need to review charging and delivery options. Issues arising from Customer Services are now included within a recovery plan which should limit further losses.

8.2 Saving and Investment Proposals (included in submitted Pre-Business Plan Review)

From existing cashable savings we are requesting that savings proposed for a reduction in legal costs in years 7/8 and 8/9 are not now taken but are dealt with through agreed restructuring proposals.

- Pest Control – an initial removal of free treatments and introduction of market linked charges for those that can afford to pay. This will be followed by a market test of the service. Total potential savings of £100k.
- Admin savings – arising from IT improvement introduced this year and next. Total saving £13k phased in 08/09.
- Increased FPNs – the increase here is over the 4 year period and reflects an expected growth of current activity and new powers coming on line, for example noise and street trading. Total increase in payments to be offered as savings £40k.
- Animal Warden – There are new powers to be provided on animal welfare next year, however it is unlikely that these will reflect any new duties. There is potential for a greater demand for the Council to use new powers to deal with welfare complaints. The enforcement strategy and policy under this proposal would reduce our commitment to investigating welfare complaints and to market test options for stray dog collection, licensing inspections, and emergency plan

responsibilities. Total saving £25k.

- Environmental Crime – the proposal here is to review this work area and consider reductions in the work programme and the impact of initiatives planned to increase compliant behaviour. Total Saving £110k.
- Commercial Posts – the proposal here is to review this work area and consider reductions in the work programme and the impact of initiatives planned to increase compliant behaviour. Total Saving £80k
- Regeneration Posts – the proposal her is to review the work area in the light of a forthcoming new Private Sector Housing Strategy. Should funding for capital programmes to deliver area improvement be available we will capitalise new posts. In addition partnership working should be developed to provide activity through programmes such as 'Here to Help'. Total saving £80k.

Investments

- 1) Out of Hours £200k. This investment will pay for 10 existing posts to be taken to salary grades suitable for an extended range of duties and in line with similar services in other LAs.
 - Salary uplifts £80k, salary enhancements for staff operating contractual unsocial hours £80k
 - Provision of extended security contract £20k
 - Provision for legal costs from increased activity £20kThis will allow the service to move to all year 7 day cover, with peak areas covered for response work but with additional resources for peak periods. The result would be active programmes for enforcing licensing and planning conditions, new surveillance operations targeted at envirocrime, enhanced response times for complaint investigation and customer care. Within the first year we would be achieving 100% response times in hour for noise complaints, rising to ½ hour in the second year.
- 2) Severn Sisters Wardens £165k – to replace NDC funding scheduled to be removed in 2006/7. NDC has been asked to reconsider this decision linked to a package of service improvements from the BU.
- 3) Smoking £80k – this is expected to be covered by Central Gvt funding. Emphasis here is on the potential impact in year 1 of smoking litter, unauthorised structures and street clutter.
- 4) IT Costs £120k – costs for applications required for new and existing legal responsibilities, install mobile working and mapping systems.

Safer Communities Business Unit

8.3 Key strategic issues / objectives

One of the key aims of the Safer Communities Business Unit is working with agencies to reduce crime and anti social behaviour, and working towards reducing the fear of crime in the community.

Safer Communities is reliant on short-term external grants some of which are due to expire in March 2008, and many of which are reviewed, and often renewed, on an annual basis thereby restricting the ability to plan long term.

Although Safer Communities have been projecting a full spend against its 2006/07 budget there have been some constraints on the budget which will have greater impact in 2007/08. The Youth Offending Service (YOS)

experienced a loss of funding (£40k) in 2006/07 from the Asylum Service. The shortfall has been met from within Strategy for this year, however, it will impact on the YOS budget for 2007/008. The constraints on resources have been detailed in a report prepared by the YOS Strategic Manager and was included as an appendix with the PBPR.

The Community Safety Team in 2007/08 is also facing a loss of funding (£40k) from Homes for Haringey against a policy officer post aimed at partnership work to reduce the fear of crime and anti-social behaviour in the borough.

The ASBAT lost NDC funding of £55k in 2006/07; a very recent report agreed at the HfH Board (November 2006) advises that the Council replaces this loss of funding on a long term basis. It is unknown as yet what will happen to replace this money, but if not found, it will result in the loss of 1.5 posts in a small team and therefore seriously affect performance.

8.4 Saving and Investment Proposals (included in submitted Pre-Business Plan Review)

Proposed efficiency savings identified total £69k of which £64k is directed against the YOS in respect of 1.5fte social worker posts and a team administrator. The YOS recently received a positive Inspection report, and any such reduction will seriously and negatively impact on performance.

The following investment proposals have been identified for 2007/08 as part of the pre business planning review process and to coincide with the expected shortfall in funding within the business unit:

- £40k – YOS social worker to cover work with young asylum seekers due to loss of previous funding.
- £40k - Policy Officer due to loss of previous funding.
- £35k – ASBAT Surveillance Officer, again due to loss of previous funding.

9 Consultation

9.3 This is part of the consultation of the business and financial planning process.

10 Summary and conclusions

10.3 The conclusions will be for the committee to decide before agreeing a report back to Executive as part of the budget process.

11 Comments of the Head of Legal Services

11.3 To be completed

12 Equalities implications

12.3 This is considered as part of the individual pre-business plan review documents.

13 Use of appendices

13.3 Appendix 1 – The budget trail as reported to the Executive in July 2006 which sets out the overall position.

13.4 Appendix 2 – extracts from the pre-business plan review documents showing:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
- New capital investment proposals (PBPR section 11).
- Pre agreed investments (memorandum item PBPR section 5.5);
- Non General Fund proposals (if appropriate).

13.5 Appendix 3 – summary budget analysis document (2006/07 to 2009/10)

13.6 Pre-business plan review documents (circulated separately).

Gross Budget Trail	2007/08	2008/09	2009/10	2010/11
	£'000	£'000	£'000	£'000
Budget brought forward	366,511	382,819	399,533	416,195
<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 in this report:				
- capital financing costs	750	800	1,037	1,078
- pension fund			1,060	1,070
- waste disposal			500	500
- contingency	3,000			
- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Gross Council budget requirement	388,431	401,533	415,549	440,429
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
Net Council budget requirement	232,104	234,419	236,905	249,458
Funding				
Council tax (see below)	93,984	96,333	98,743	101,211
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	226,492	232,419	237,551	242,794
Resource shortfall/(excess)	5,612	2,000	(646)	6,664
Council tax	£	£	£	£
Council tax (LBH)	1,122.35	1,150.40	1,179.17	1,208.65
Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
13	S	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Communication	Community Safety	69	1			70	Refer to CS business plan.
13	S	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Communication Total	Social Worker Post within the YOS	69	1	0	0	70	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
13	S	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Safer Communities	0.5 reduction of a Social Worker post within YOS	40	20			20	Victim support work would then cease to be provided given other short term funding ending
13	S	Exec Member: Crime & Comm Safety	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.
13	S	Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Safer Communities	Reduction in hours of Administrator within the YOS		4			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.
13	S	Exec Member: Crime & Comm Safety	Environment	Safer Communities Total	Pest Control charges – removal of subsidies followed by options appraisal for market testing in 2009	40	29	0	0	69	
13	S	Exec Member: Crime & Comm Safety	Environment	Enforcement	Administration costs reduced through efficiencies	50	50			100	Members will need to agree a change in charging policy to allow for loss of reduction in free treatments and use of market place costs. Will also require decision to tender service or allow market to replace existing arrangements. There will be a potential increase in enforcement activity to protect public health.
13	S	Exec Member: Crime & Comm Safety	Environment	Enforcement	Increased use of FPN. Increased use will increase income achieved.	15	10	10	5	40	Dependent upon improvements in IT systems and staff competences, Customer Service improvements.
13	S	Exec Member: Crime & Comm Safety	Environment	Enforcement	Animal welfare Animal Warden post put to market test.	25				25	Enforcement Policy and continued funding of service – see 12b
13	S	Exec Member: Crime & Comm Safety	Environment	Enforcement	Environmental Crime- review of work with proposals that could generate savings be taken in 2010				110	110	Assumes that a contract for stray and licensable activities would bring savings.
13	S	Exec Member: Crime & Comm Safety	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
13	S	Exec Member: Crime & Comm Safety	Environment	Enforcement	Regeneration Teams to be reduced with two officer posts deleted.		80			80	Subject to review – assumes that progress made will have had sustained reduction in offending in priority areas
				Enforcement Total		90	233	10	115	448	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.
				S Total		199	263	10	115	587	

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
12	G	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 by helping reduce anti-social behaviour and violence by young people.
12	G	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 help make our communities safer by helping reduce anti-social behaviour and crime.
12	G	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.
				Safer Communities Total		115	0	0	0	115	
12	G	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.	200				200	Current budgets are dependent upon HH 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 the equipment causing nuisance. Currently most only result in prosecution or caution. Proactive work will be taken to inspect compliance for other trading matters, ensuring that opening hours, planning conditions, licence conditions are enforced. Customer Services response to telephone calls will increase and this will support development of SNEN response. Service will also be able to respond to issues such as fly-tipping and dumping surveillance.
12	G	Exec Member: Crime & Comm Safety	Environment	Enforcement	Severn 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.

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
12	G	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 the implementation in the first 6 months. Compliance internally will be absorbed into commercial inspections where possible. Funding would be spent as overtime or for 4 street enforcement officers on a 6 month contract. It is anticipated that savings could be offered in year 2 of implementation to reverse this growth bid.
12	G	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. Investment here will ensure that systems to deal with new legal requirements are installed, that existing systems are kept up to date and are efficient. Failure to invest will prejudice our ability to respond to legal duties and to deliver efficiencies through smarter administration.
Enforcement Total						565	0	0	0	565	
G Total						680	0	0	0	680	

London Borough of Haringey
 Pre-Agreed Investments (PBPR Table 5.5)
 Executive Member for Crime Community Safety

Portfolios	Directorate	Business Unit	Details of Pre-Agreed Investment	2006/07 over and above 2005/06 £'000	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	Total 07/08-08/09	Dependencies/Impact
Exec Member: Crime & Comm Safety	Chief Executive's (Strategy)	Safer Communities	Emergency Planning & Business continuity	50			0	Multi-agency exercise which will improve multi-agency response to large scale incidents. Work ongoing to establish a new Emergency Control centre, to ensure preparedness of Council Services and that control centre is fit for purpose.
Exec Member: Crime & Comm Safety	Environment	Enforcement	Street wardens	310			0	Funding paid for the continuation of existing posts previously established under West Green Scheme and funded by office of Deputy Prime Minister. Posts within the scheme have also been developed to take on enforcement powers.
Exec Member: Crime & Comm Safety Total				360	0	0	0	

Appendix 2

London Borough Of Haringey
 PBPR Capital Investment Bids 2007/08 - 2010/11
 Executive Member For Crime And Community Safety

Form Number	Portfolio	Directorate	Business Unit	Capital Project Title	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12 2007/08 - 2010/11	Corporate Resources as a Contribution of Capital Cost %
						2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000		
001	Executive Member: Crime & Community Safety	Environment	Enforcement	Relocation and construction of a new mortuary	0	0	0	0	0	1,300		0%
015	Executive Member: Crime & Community Safety	Environment	Enforcement	Mobile working and system upgrades for enforcement applications	405	0	0	0	0	405	120	100%
			Enforcement Total		405	0	0	0	0	1,705	120	
			Grand Total £000		405	0	0	0	0	1,705	120	

Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3

Executive Portfolios	Councillor	2007/08		2008/09		2009/10		2010/11		Cumulative	
		Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Leader of the Council	George Meehan	118	251	67	-	-	-	100	-	285	251
Executive Member for Children & Young People	Liz Santry	2,433	375	1,459	-	-	-	1,458	-80	5,350	295
Executive Member for Community Involvement	Lorna Rieth	658	40	513	-	167	-	179	-	1,517	40
Executive Member for Crime and Community Safety	Nilgun Canver	199	680	263	-	10	-	115	-	587	680
Executive Member for Enterprise and Regeneration	Kaushika Amin	214	510	91	-	50	-	55	-	410	510
Executive Member for Environment & Conservation	Brian Haley	679	2,114	1,223	886	100	55	654	40	2,656	3,095
Executive Member for Finance	Toni Mallett	798	610	525	-262	362	-20	205	5	1,890	333
Executive Member for Health & Social Services	Bob Harris	1,193	1,811	1,140	187	1,865	-	865	-	5,083	1,998
Executive Member for Housing	Isidoros Diakides	-	1,156	-	324	-	348	-	27	-	1,855
Executive Member for Organisational Development & Performance	Dhiren Basu	524	217	236	-	244	-	293	-	1,297	217
TOTAL		6,816	7,764	5,517	1,135	2,818	383	3,924	-8	19,075	9,274

Executive Portfolios	Councillor	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12C 2007/08 - 2010/11
			2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000	
Leader of the Council	George Meehan							
Executive Member for Children & Young People	Liz Santry	0	10,189	2,411	700	39,467	0	
Executive Member for Community Involvement	Lorna Rieth	8,300	1,392	1,267	330	10,770	0	
Executive Member for Crime and Community Safety	Nilgun Canver	405	0	0	0	1,705	120	
Executive Member for Enterprise and Regeneration	Kaushika Amin	150	0	0	0	2,281	60	
Executive Member for Environment & Conservation	Brian Haley	36,073	19,159	18,379	17,686	84,413	824	
Executive Member for Finance	Toni Mallett	8,930	2,550	1,400	500	8,930	150	
Executive Member for Health & Social Services	Bob Harris	9,842	2,895	2,875	2,875	12,007	0	
Executive Member for Housing	Isidoros Diakides	2,154	0	0	0	2,154	50	
Executive Member for Organisational Development & Performance	Dhiren Basu	12,900	3,900	3,000	3,000	12,900	0	
Grand Total £000		78,754	80,119	29,332	25,091	174,627	1,204	

Overview and Scrutiny Committee
On 20 November 2006

Report title: Budget scrutiny - Pre business plan review documents for the Leader of the Council Portfolio

Report of: The ACE Strategy, ACE OD and Acting Director of Finance

Wards affected: All

1. Purpose

1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

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

2. Recommendations

2.1 To note the latest financial planning position as set out in the report.

2.2 To consider and make recommendations to the Executive on the pre-business plan review documents, in particular the new savings and investment proposals. The recommendations of the Overview and Scrutiny Committee will be considered by the Executive in agreeing the Council's final budget for 2007/08.

Report authorised by:



David Hennings
ACE Strategy

Stuart Young
Head of Personnel



Gerald Almeroth
Acting Director of Finance

Contact officer: Charles Skinner/Eve Pelekanos Kevin Bartle
Telephone: 020 8489 2901 / 2508 020 8489 3743

3. Executive summary

3.1 The report provides an update on the financial planning process and pre-business planning documentation for scrutiny.

4. Reasons for any change in policy or for new policy development

4.1 None

5. Access to information: Local Government (Access to Information) Act 1985

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

- Report of the Acting Director of Finance to the Executive 4 July 2006 – Financial planning 2007/8 to 2010/11
- Report of the Acting Director of Finance to the Overview & Scrutiny Committee 24 July 2005 – Budget Scrutiny
- Report of the Acting Director of Finance to the Executive 31 October – Financial planning 2007/8 to 2010/11 (including the detailed PBPR documents)

For access to the background papers or any further information please contact Kevin Bartle on 020 8489 3743.

6 Background

- 6.1 The Executive on 4 July 2006 considered a comprehensive report on financial strategy for the period 2007/08 to 2010/11 and agreed a business planning and budget-setting process. At that time the budget showed a significant gap for the years 2007/08 and 2010/11, with an overall gap of £13.6m over the full four year planning period. This assumes the achievement of pre-agreed savings proposals of £8.2m. The assumed council tax in the projection is an increase of 2.5% in each of the four years and a known grant settlement figure of 2.7% in 2007/08. Attached at appendix 1 is the budget trail as reported to Executive in July which sets out the overall position.
- 6.2 A further report was considered by the Executive on 31 October 2006 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered.
- 6.3 As part of the pre-business planning review process, targets were set for individual business units to identify potential savings opportunities. The targets took account of the level of savings already identified in current financial plans and previous years. These savings targets were aligned to the governments Gershon efficiency targets of 2.5% per annum. Ring-fenced funded services were separately identified within this process. The savings proposals will be required to fund the budget gap identified above and any additional investments that are agreed as part of this budget setting process. The final budget proposals will depend on the level of formula grant received from government, which will be announced in early December.

7 Pre business plan reviews

- 7.1 Members will recall that the purpose of the pre-business review process is to:
- ensure that the financial planning process is clearly linked with, and reflects, the full strategic agenda of the Council;
 - ensure that all budget options support the achievement of community strategy objectives;
 - ensure that proposals are considered in conjunction with the impact on service performance;
 - ensure that budget options enhance the achievement of value for money;
 - review the impact of previous years investment proposals;
 - identify efficiency savings, both cashable and 'non-cashable', and investment opportunities both within and between business units;
 - support consultation activity with key stakeholders;
 - support the budget scrutiny process;
 - gather information to support a number of planning processes.
- 7.2 The reviews have been prepared in conjunction with Executive Members and are released for scrutiny.

7.3 To assist members in the scrutiny process we have attached to this report in appendix 2 extracts of the PBPRs relevant to this portfolio by business unit in respect of new proposals:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
- New capital investment proposals (PBPR section 11);
- Non General Fund proposals (if appropriate).

Members have also been provided with a list of the investments agreed in previous years' budgets for information (PBPR Section 5.5). Although these investments have been agreed and accounted for, it may be that, given the challenging forecast financial position, members would like to revisit them.

7.4 Members are asked to consider these proposals in relation to 7.1 above.

7.5 Appendix 3 provides an overview of the 2006/07 budget by business unit across the Council and summarises the proposals over the four year planning period to give members a view of the overall scale of the proposals.

7.6 The following section in the report summarises the key service issues and objectives by business unit over the planning period.

8 Departmental Services Issues

Organisational Development (Equalities)

8.1 Key strategic issues / objectives and links to proposed savings & investments

The key service objectives which are ongoing are:

- Developing links with local communities and supporting consultative mechanisms
- Supporting community cohesion events such as the Black History Month, LGBT History Month, Holocaust Memorial, International Women's Day and Domestic Violence events
- Continuing the work on domestic violence prevention and support projects
- Provision of corporate equalities direction and strategic intervention
- Advising the CEMB and Members on equalities matters

The key projects that need to be delivered in the coming year are:

- Achievement of level 4 of the Equalities Standard in March 2007
- Updating the Council Equalities Scheme
- Updating the Council Equalities Policy
- Developing and taking forward the Community Cohesion agenda

Strategy (Communications: Media & PR)

8.2 Key strategic issues / objectives and links to proposed savings & investments

To continue to maintain existing efficiency gains. Having achieved big efficiency gains of 29 % in Publicity Design & Print over the past two years, CCU is committed to maintaining or increasing this so that the council continues to enjoy maximum outputs and effect for the money it spends on communications. In addition to increased outputs of existing services, CCU has introduced additional ones such as media evaluation, consultations consultancy and corporate marketing campaigns without extra resource.

Increased savings through better planned print buying. The challenge for future years is for service areas to properly utilise CCU services and eliminate unnecessary material. We cannot estimate these savings with reasonable certainty until all areas have completed returns to us on future publications work plans.

9 Consultation

9.1 This is part of the consultation of the business and financial planning process.

10 Summary and conclusions

10.1 The conclusions will be for the committee to decide before agreeing a report back to Executive as part of the budget process.

11 Comments of the Head of Legal Services

11.1 To be completed

12 Equalities implications

12.1 This is considered as part of the individual pre-business plan review documents.

13 Use of appendices

13.1 Appendix 1 – The budget trail as reported to the Executive in July 2006 which sets out the overall position.

13.2 Appendix 2 – extracts from the pre-business plan review documents showing:

Pre agreed cashable efficiency savings (PBPR section 5.3)
New proposed cashable efficiency savings (PBPR section 13)
New revenue investment proposals (PBPR section 12);
New capital investment proposals (PBPR section 11).
Pre agreed investments (memorandum item PBPR section 5.5);
Non General Fund proposals (if appropriate).

13.3 Appendix 3 – summary budget analysis document (2006/07 to 2009/10)

13.4 Pre-business plan review documents (circulated separately).

Gross Budget Trail	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
Budget brought forward	366,511	382,819	399,533	416,195
<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 in this report:				
- capital financing costs	750	800	1,037	1,078
- pension fund			1,060	1,070
- waste disposal			500	500
- contingency	3,000			
- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Gross Council budget requirement	388,431	401,533	415,549	440,429
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
Net Council budget requirement	232,104	234,419	236,905	249,458
Funding				
Council tax (see below)	93,984	96,333	98,743	101,211
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	226,492	232,419	237,551	242,794
Resource shortfall/(excess)	5,612	2,000	(646)	6,664
Council tax	£	£	£	£
Council tax (LBH)	1,122.35	1,150.40	1,179.17	1,208.65
Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

BPBR Table	Saving/ Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
5.3	S	Exec Member: Leader	Chief Executive's (OD&L)	OD&L	Member enquiries function	17	31			48	07/08 pre agreed savings are on track to be delivered
5.3	S	Exec Member: Leader	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
5.3	S	Exec Member: Leader	Chief Executive's (OD&L)	OD&L	Town Twinning	2				2	Pre agreed saving for 07/08 on track to be achieved
5.3	S	Exec Member: Leader	Chief Executive's (Strategy)	OD&L Total Communication	Communications	61	47	0	0	108	Savings for 2006/07 have been achieved by renewing the printing contract for Haringey People. The saving of 47K for 2007/08 cannot be met in 2007/08 and 23.5k will be carried forward to 2008/08. 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.
13	S	Exec Member: Leader	Chief Executive's (Strategy)	Communication	Management and support				44	44	Saving will be taken from various budgets within business units (yet to be determined)
13	S	Exec Member: Leader	Chief Executive's (Strategy)	Communication	Policy	10	1		18	29	Savings to be taken from consultancy fees and training budget
13	S	Exec Member: Leader	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.
\$ Total						57	20	0	100	177	
Total Savings						118	67		100	285	

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
12	G	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.
12	G	Exec Member: Leader	Chief Executive's (Strategy)	Communication	Investment for establishing a Groundwork Trust (Core funding)	30				30	Increase in number of projects helping to meet a number of corporate and departmental priorities in the areas of community development, neighbourhood renewal and physical/ environmental regeneration.
12	G	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.
12	G	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.
G Total						251	0	0	0	251	
Total Growth						251	0	0	0	251	

London Borough of Haringey
Budget Preparation 2007-11
Breakdown by Executive Portfolio

Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3												
Executive Portfolios	Councillor	2007/08		2008/09		2009/10		2010/11		Cumulative		
		Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Leader of the Council	George Meehan	118	251	67	-	-	100	-	285	251		
Executive Member for Children & Young People	Liz Santry	2,433	375	1,459	-	-	1,458	-80	5,350	295		
Executive Member for Community Involvement	Lorna Rieth	658	40	513	-	167	179	-	1,517	40		
Executive Member for Crime and Community Safety	Nillgun Canver	199	680	263	-	10	115	-	587	680		
Executive Member for Enterprise and Regeneration	Kaushika Amin	214	510	91	-	50	55	-	410	510		
Executive Member for Environment & Conservation	Brian Haley	679	2,114	1,223	886	100	654	40	2,656	3,095		
Executive Member for Finance	Toni Mallett	798	610	525	-262	362	205	5	1,890	333		
Executive Member for Health & Social Services	Bob Harris	1,193	1,811	1,140	187	1,885	865	-	5,083	1,998		
Executive Member for Housing	Isidoros Diakides	-	1,156	-	324	-	-	348	-	1,855		
Executive Member for Organisational Development & Performance	Dhiren Basu	524	217	236	-	244	293	-	1,297	217		
TOTAL		6,816	7,764	5,517	1,135	2,818	3,924	-8	19,075	9,274		

Executive Portfolios	Councillor	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12C 2007/08 - 2010/11
			2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000	
Leader of the Council	George Meehan							
Executive Member for Children & Young People	Liz Santry	0	10,189	2,411	700	39,467	0	
Executive Member for Community Involvement	Lorna Rieth	8,300	1,392	1,267	330	10,770	0	
Executive Member for Crime and Community Safety	Nilgun Canver	405	0	0	0	1,705	120	
Executive Member for Enterprise and Regeneration	Kaushika Amin	150	0	0	0	2,281	60	
Executive Member for Environment & Conservation	Brian Haley	36,073	19,159	18,379	17,686	84,413	824	
Executive Member for Finance	Toni Mallett	8,930	2,550	1,400	500	8,930	150	
Executive Member for Health & Social Services	Bob Harris	9,842	2,895	2,875	2,875	12,007	0	
Executive Member for Housing	Isidoros Diakides	2,154	0	0	0	2,154	50	
Executive Member for Organisational Development & Performance	Dhiren Basu	12,900	3,900	3,000	3,000	12,900	0	
Grand Total £000		78,754	40,085	29,332	25,091	174,627	1,204	

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Overview and Scrutiny Committee
On 20 November 2006

Report title: Budget scrutiny - Pre business plan review documents for the Finance Portfolio

Report of: The Acting Director of Finance

Wards affected: All

1. Purpose

1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Corporate Finance / Audit & Risk Management
- Corporate Property
- Benefits and Local Taxation
- Corporate Procurement

2. Recommendations

2.1 To note the latest financial planning position as set out in the report.

2.2 To consider and make recommendations to the Executive on the pre-business plan review documents, in particular the new savings and investment proposals. The recommendations of the Overview and Scrutiny Committee will be considered by the Executive in agreeing the Council's final budget for 2007/08.

**Report authorised
by:**



**Gerald Almeroth
Acting Director of Finance**

Contact officer:	Gerald Almeroth	Kevin Bartle
Telephone:	020 8489 3823	020 8489 3743

3. Executive summary

3.1 The report provides an update on the financial planning process and pre-business planning documentation for scrutiny.

4. Reasons for any change in policy or for new policy development

4.1 None

5. Access to information: Local Government (Access to Information) Act 1985

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

- Report of the Acting Director of Finance to the Executive 4 July 2006 – Financial planning 2007/8 to 2010/11
- Report of the Acting Director of Finance to the Overview & Scrutiny Committee 24 July 2005 – Budget Scrutiny
- Report of the Acting Director of Finance to the Executive 31 October – Financial planning 2007/8 to 2010/11 (including the detailed PBPR documents)

For access to the background papers or any further information please contact Kevin Bartle on 020 8489 3743.

6 Background

- 6.1 The Executive on 4 July 2006 considered a comprehensive report on financial strategy for the period 2007/08 to 2010/11 and agreed a business planning and budget-setting process. At that time the budget showed a significant gap for the years 2007/08 and 2010/11, with an overall gap of £13.6m over the full four year planning period. This assumes the achievement of pre-agreed savings proposals of £8.2m. The assumed council tax in the projection is an increase of 2.5% in each of the four years and a known grant settlement figure of 2.7% in 2007/08. Attached at appendix 1 is the budget trail as reported to Executive in July which sets out the overall position.
- 6.2 A further report was considered by the Executive on 31 October 2006 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered.
- 6.3 As part of the pre-business planning review process, targets were set for individual business units to identify potential savings opportunities. The targets took account of the level of savings already identified in current financial plans and previous years. These savings targets were aligned to the governments Gershon efficiency targets of 2.5% per annum. Ring-fenced funded services were separately identified within this process. The savings proposals will be required to fund the budget gap identified above and any additional investments that are agreed as part of this budget setting process. The final budget proposals will depend on the level of formula grant received from government, which will be announced in early December.

7 Pre business plan reviews

- 7.1 Members will recall that the purpose of the pre-business review process is to:
- ensure that the financial planning process is clearly linked with, and reflects, the full strategic agenda of the Council;
 - ensure that all budget options support the achievement of community strategy objectives;
 - ensure that proposals are considered in conjunction with the impact on service performance;
 - ensure that budget options enhance the achievement of value for money;
 - review the impact of previous years investment proposals;
 - identify efficiency savings, both cashable and 'non-cashable', and investment opportunities both within and between business units;
 - support consultation activity with key stakeholders;
 - support the budget scrutiny process;
 - gather information to support a number of planning processes.
- 7.2 The reviews have been prepared in conjunction with Executive Members and are released for scrutiny.

7.3 To assist members in the scrutiny process we have attached to this report in appendix 2 extracts of the PBPRs relevant to this portfolio by business unit in respect of new proposals:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
- New capital investment proposals (PBPR section 11);
- Non General Fund proposals (if appropriate).

Members have also been provided with a list of the investments agreed in previous years' budgets for information (PBPR Section 5.5). Although these investments have been agreed and accounted for, it may be that, given the challenging forecast financial position, members would like to revisit them.

7.4 Members are asked to consider these proposals in relation to 7.1 above.

7.5 Appendix 3 provides an overview of the 2006/07 budget by business unit across the Council and summarises the proposals over the four year planning period to give members a view of the overall scale of the proposals.

7.6 The following section in the report summarises the key service issues and objectives by business unit over the planning period.

8 Finance Dept Services Issues

8.1 Corporate Finance (incl. Audit & Risk Management)

Key strategic issues / objectives

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

Savings and Investment Proposals

The savings achieved to date are:-

- External Audit fees reduction, staffing efficiencies
- £440k saved following re-letting of insurance contracts

The savings proposed and outlined in Appendix 2 are:-

- Reduce external audit fees due to improved grant claims - £60k
- Reduce project accountant support and trainee accountant (2 posts) - £75k
- Close Haringey Payment Service (HPS) Office at 247, High Road and transfer cash payments to electronic kiosks in Customer Services Centres - £150k
- Improved debt management processes and implement the a debt factoring facility - £18k
- Do not renew the Personal Accident policy as all staff are already covered - £73k

Investment Proposals

- The key investment proposed by Corporate Finance is necessary to ensure the on-going saving proposed above; that of closing the HPS. The investment involves the purchase of payment kiosks at an estimated capital cost of £120k with an associated revenue implication of £25k. The saving proposed above is not possible without this investment.
- It is also proposed to make a further capital invest into SAP. This on-going investment is to further improve management information. SAP will utilise Business Warehouse further for the HR, FICO and Procurement modules. The funds will also support the continued development of the latest version of SAP (ERP 2005).

8.2 Corporate Property

Key Strategic Issues/Objectives

- Transforming Haringey's property assets to support the Community Strategy priorities and help achieve the Council's strategic objectives.
- Contribute to the physical, social and economic regeneration of Haringey by releasing/developing strategic Council sites and working with others to promote and enable key developments.
- Challenge the use of property assets to help meet priorities and achieve targets for rationalising assets, realising capital resources and reduce premises running costs thereby contributing to VfM and financial targets set by government and LBH.
- Review and implement improvement plans in respect of the Community Buildings and Commercial property portfolios to ensure closer alignment with policy, improve tenant satisfaction, drive up financial performance and ensure compliance with health safety and statutory compliance.
- Assume responsibility for corporately managing all service operational buildings with effect from 1 April 2007.

- Develop capacity, capability and information resources to carry out systematic asset management to ensure that LBH complies with statutory obligations relating to building occupation and use.
- Improve processes and means of communications with internal and external customers to develop a stronger customer focus of property services.

Proposed capital investments

- Urgent repairs to buildings to keep them safe, open and complaints (£520K). This expenditure is required to maintain condition and value of the asset and if it is not carried out there will be a risk of failure and increased expenditure.
- Asset improvements to improve performance in relation energy consumption, access, and space utilisation (£1,151K). These proposals will yield savings and/or avoid future un-budgeted costs.
- Additional replacement accommodation required to support the Accommodation Strategy objective of releasing Hornsey Town Hall (£900K).

Proposed Revenue Growth

- Improvements required in respect of the commercial and community buildings. (first year £270K reducing to £80K on going)
- Development of information resources and tools to improve communications, effectiveness of asset management and operational efficiency (first year £155K, reducing to £53K on going). Part of this is "invest to save".

Proposed New Savings

- Efficiencies in the use of existing assets to be driven through rationalisation, improved utilisation and proactive management to exploit new income opportunities and reviewing current rent levels.
- Additional annual savings amounting to £125K in the first year and rising to £445K by 2010/11 have been included. Total cashable savings for the four year amounts to just under £1 million.

8.3 Benefits and Local Taxation

Key strategic issues / objectives

- To maintain/improve the CPA score of 3 for benefits administration while incorporating key changes such as the Welfare Reform Bill.
- To provide a value for money service that is supported by mobile and flexible working.
- To engage with partners and key stakeholders to achieve performance improvement, income maximisation and identification of fraud.
- To ensure income recovery performance is maximised

Savings and Investment Proposals

- Capital investment for mobile working technology and fraud case management database
- Revenue investments to increase activity and methods for enforcement and fraud detection

- Savings proposals linked to value for money review currently being undertaken and other items including a phased reduction in the use of pre-postage paid envelopes

8.4 Corporate Procurement

Key strategic issues / objectives

- Management of implementation of Council's procurement strategy
- Development of key framework agreements for contracting
- Support to key projects, BSF, Decent Homes

Savings and Investment Proposals

- Capital investment in IT to enable further electronic transactions and e-enabling invoice process and management
- Revenue savings from re-configuring staffing structure
- Delivery of existing corporate procurement savings through joint or improved purchasing

9 Consultation

9.1 This is part of the consultation of the business and financial planning process.

10 Summary and conclusions

10.1 The conclusions will be for the committee to decide before agreeing a report back to Executive as part of the budget process.

11 Comments of the Head of Legal Services

11.1 These budget options are being considered as part of the consultation process that will lead to the statutory budget setting decision by the Council.

12 Equalities implications

12.1 This is considered as part of the individual pre-business plan review documents.

13 Use of appendices

Appendix 1 – The budget trail as reported to the Executive in July 2006 which sets out the overall position.

Appendix 2 – extracts from the pre-business plan review documents showing:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
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Appendix 3 – summary budget analysis document (2007/08 to 20010/11)

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- pension fund			1,060	1,070
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- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
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Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

London Borough Of Haringey
PBPR Capital Investment Bids 2007/08 - 2010/11
Executive Member For Finance

Form Number	Portfolio	Directorate	Business Unit	Capital Project Title	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost				Revenue Growth PBPR Table 12 2007/08 - 2010/11	Corporate Resources as a Contribution of Capital Cost %
						2007-08 £'000	2008-09 £'000	2009-10 £'000	2010-11 £'000		
042	Executive Member: Finance	Finance	Benefits & Taxation	Extension of mobile working benefits assessment pilot to 25 users	107	0	0	0	107	25	100%
043	Executive Member: Finance	Finance	Benefits & Taxation	Purchase and implementation of a benefit fraud case management IT	35	0	0	0	35	5	100%
			Benefits & Taxation Total		142	0	0	0	142	30	
029	Executive Member: Finance	Finance	Corporate Finance	Implementation of Payment Kiosks	120	0	0	0	120	25	100%
030	Executive Member: Finance	Finance	Corporate Finance	Ongoing SAP development	500	500	500	500	2,000		100%
090	Executive Member: Finance	Finance	Corporate Finance	VFM Programme	2,000	1,000	0	0	2,000		100%
			Corporate Finance Total		4,120	1,500	500	500	4,120	25	
031	Executive Member: Finance	Finance	Corporate Procurement	XML Middleware Software	97	0	0	0	97	15	100%
			Corporate Procurement Total		97	0	0	0	97	15	
032	Executive Member: Finance	Finance	Property Services	Repairs to the roof of the Council owned building "Broadway Annexe"	60	0	0	0	60	80	100%
033	Executive Member: Finance	Finance	Property Services	Repairs to the roof of the Council owned building "639 High Road"	150	0	0	0	150		100%
034	Executive Member: Finance	Finance	Property Services	Repairs/replacement of the external windows of the Council owned building	60	0	0	0	60		100%
035	Executive Member: Finance	Finance	Property Services	Repairs to the roof of the Council leased building "Unit 5, St Georges"	250	0	0	0	250		100%
036	Executive Member: Finance	Finance	Property Services	Maintenance backlog and building non-compliance: Corporate Management of	2,000	750	500	0	2,000		100%
037	Executive Member: Finance	Finance	Property Services	Implementation of improved energy control systems to the main	100	0	0	0	100		100%
038	Executive Member: Finance	Finance	Property Services	DDA (Disability Discrimination Act) adaptations Phase 4	120	0	0	0	120		100%
039	Executive Member: Finance	Finance	Property Services	Flexible Working Initiative	100	0	0	0	100		100%

London Borough Of Haringey
 PBPR Capital Investment Bids 2007/08 - 2010/11
 Executive Member For Finance

Appendix 2

Form Number	Portfolio	Directorate	Business Unit	Capital Project Title	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12 2007/08 - 2010/11	Corporate Resources as a Contribution of Capital Cost %
						2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000		
040	Executive Member: Finance	Finance	Property Services	40 Cumberland Road – Layout and Air Conditioning	831	0	0	0	0	831		100%
041	Executive Member: Finance	Finance	Property Services	Relocation of Council Staff from Broadway Annexe and OD & L (Old	900	300	400	0	0	900		100%
			Property Services Total		4,571	1,050	900	0	0	4,571	80	
			Grand Total		8,930	2,550	1,400	500	500	8,930	150	

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	2006/07 £'000	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
5.3	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Increased benefit overpayment income covered by subsidy.	30					30	Debt analysis review undertaken and recommendations tabled.
5.3	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Reduction in contractor costs.	25					25	Contracts being reviewed and discussions ongoing.
5.3	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Improvement and targeting of the collection of court costs for council tax and NNDR.	45					45	Review being undertaken.
13	S	Exec Member: Finance	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
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Reduction in paper storage costs linked to court and audit acceptance.	40	15	10			30	Nil
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Potential savings from the value for money review	10	45				85	Result of VFM review
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Limit the use of pre-paid envelopes. Pre-paid envelopes are currently sent with a number of key documents and ensuring a response from customers is critical.	10	10	10			40	Possible reduced customer satisfaction.
				Benefits & Local Taxation Total		154	73	25	20	20	272	
5.3	S	Exec Member: Finance	Finance	Corporate Finance	Reduction in external audit fees related to improvements in grant claim submission (Non service revenue account)	20	20				40	The original target has been revised and rescheduled, continuing savings will result in 2009/10.
5.3	S	Exec Member: Finance	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 posts).
13	S	Exec Member: Finance	Finance	Corporate Finance	Reduction in external audit fees related to improvements in grant claim submission (Non service revenue account)	3	15		20		20	
13	S	Exec Member: Finance	Finance	Corporate Finance	Review of debt management procedures including reduction of central control of debt management						18	
13	S	Exec Member: Finance	Finance	Corporate Finance	Closure of HPS (cashiers) office on 247 High Road and transfer service to Customer Services using 'kiosk' technology.			150			150	Transfer of function to Customer Services
13	S	Exec Member: Finance	Finance	Corporate Finance	Non renewal of personal accident insurance policy	73					73	
				Corporate Finance Total		171	35	170	0	376	376	
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	High Street Retail Contracts	35					35	Currently being negotiated through OGC Buying Solutions Frameworks.
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	Staffing	19					19	2 recent manager vacancies will be reviewed.
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	Improved processes. Reduction in printing cost & stationery in favour of electronic	9					9	
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	Flexible working. Re-grading or introducing part-time working		17				17	
13	S	Exec Member: Finance	Finance	Corporate Procurement	Target £183k - Will be achieved through ongoing re-organisation of posts and the potential deletion of posts as natural wastage opportunities arise.	38					153	New SO1 post will support SAP CMS.

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
13	S	Exec Member: Finance	Finance	Corporate Procurement	XML middleware	101	5	10	10	25	
				Corporate Procurement		101	22	62	73	258	
				Total							
5.3	S	Exec Member: Finance	Finance	Property Services	40 Cumberland Road – Rent review reductions	45				45	Achieved – new rent agreed at £318900 from £365000
5.3	S	Exec Member: Finance	Finance	Property Services	48 Station Road – Rent Review Reductions	25				25	Achieved – new rent agreed at £350000 from £430000
5.3	S	Exec Member: Finance	Finance	Property Services	Hornsey Town Hall – Operational staff reductions	64				64	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. (42k now shown in section 13 as new revenue saving in 09/10).
5.3	S	Exec Member: Finance	Finance	Property Services	Tottenham Town Hall – Operational staff reductions	18				18	On target
5.3	S	Exec Member: Finance	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.
5.3	S	Exec Member: Finance	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.
13	S	Exec Member: Finance	Finance	Property Services	FM Outgoing Rent --Additional savings on 48 Station Road, previously assumed at £50k, achieved £80k	30				30	None
13	S	Exec Member: Finance	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
13	S	Exec Member: Finance	Finance	Property Services	Increased fee charges (disposals) Currently fees charged to purchasers at 2%, proposed increase to 2½%	10				10	None
13	S	Exec Member: Finance	Finance	Property Services	Additional fee income (Valuation / Development) Supporting regeneration projects not relating to Council Land.		10	10	10	30	None
13	S	Exec Member: Finance	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
13	S	Exec Member: Finance	Finance	Property Services	Energy Conservation Savings (see capital bid)	30				60	Dependent upon successful Capital bid
13	S	Exec Member: Finance	Finance	Property Services	Advertising Hoardings 1 Use of external contractor to maximise income from existing sites and regulate illegal sites.	50				50	Subject to Planning Approval
13	S	Exec Member: Finance	Finance	Property Services	2 Increase income by letting new sites to advertisers			50	50	100	6 new sites initially identified along Watermead Way, Tottenham producing 50k. Subject to Planning Approval
13	S	Exec Member: Finance	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				65	Subject to consultation with HR.

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
13	S	Exec Member: Finance	Finance	Property Services	Hornsey Town Hall - Operational staff reductions.				42	42	Successful disposal of Hornsey Town Hall
13	S	Exec Member: Finance	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.
Property Services Total						372	395	105	112	984	
\$ Total						798	525	362	205	1,890	

BPBR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
12	G	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.
12	G	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.
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Mobile working	25				25	Annual support and maintenance costs
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Replacement Fraud Database	5				5	Annual support and maintenance costs
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Payment Kiosks	80	0	0	0	80	
				Corporate Finance		25				25	Dependent on approval of capital bid for new payment kiosks.
12	G	Exec Member: Finance	Finance	Corporate Finance Total		25	0	0	0	25	
12	G	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.
12	G	Exec Member: Finance	Finance	Corporate Procurement Total		0	5	5	5	15	
				Property Services	Review and Management of the Community Buildings portfolio.	220	-125	-25		70	The community buildings portfolio is currently unstated 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 from these facilities. The council potentially has a massive unfunded liability stemming from a lack of maintenance, arrears, misuse and H&S incidents. Proactive management of these assets will minimise this liability and generate increased rent from reviews and renewals to the market. We require a new post of Community Buildings Manager to manage the portfolio and educate tenants in new Fire and H&S Environment legislation requirements. Updated condition reports are also required of the buildings and although the cost of most works will be payable by tenants, they may not have adequate funds or expertise to do so and responsibility may fall to the Council.
12	G	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.

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	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
12	G	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 c5k. If left until nearer the 2012 deadline, the cost will be c300k. Additionally this mandatory process will simplify 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.
12	G	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 service charges). Cost of reports and additional staff required to implement and setup the monitoring system.
12	G	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 cash flow would help provide performance indicators such as internal rate of returns, which in turn would assist 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 financial return/value for money etc. Residual valuation software would also be beneficial.
12	G	Exec Member: Finance	Finance	Property Services	Relocation of staff from Broadway Annex / Western Park Annexe	80				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.
G Total						505	-267	-25	0	213	
						610	-262	-20	5	333	

Executive Portfolios	Councillor	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost				Revenue Growth PBPR Table 12C 2007/08 - 2010/11
			2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	
Leader of the Council	George Meehan						
Executive Member for Children & Young People	Liz Santry	0	10,189	2,411	700	39,467	0
Executive Member for Community Involvement	Lorna Rieth	8,300	1,392	1,267	330	10,770	0
Executive Member for Crime and Community Safety	Nilgun Canver	405	0	0	0	1,705	120
Executive Member for Enterprise and Regeneration	Kaushika Amin	150	0	0	0	2,281	60
Executive Member for Environment & Conservation	Brian Haley	36,073	19,159	18,379	17,686	84,413	824
Executive Member for Finance	Toni Mallett	8,930	2,550	1,400	500	8,930	150
Executive Member for Health & Social Services	Bob Harris	9,842	2,895	2,875	2,875	12,007	0
Executive Member for Housing	Isidoros Diakides	2,154	0	0	0	2,154	50
Executive Member for Organisational Development & Performance	Dhiren Basu	12,900	3,900	3,000	3,000	12,900	0
Grand Total £000		78,754	40,085	29,332	25,091	174,627	1,204

London Borough of Haringey
Budget Preparation 2007-11
Breakdown by Executive Portfolio

Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3												
Executive Portfolios	Councillor	2007/08		2008/09		2009/10		2010/11		Cumulative		
		Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Leader of the Council	George Meehan	118	251	67	-	-	-	100	-	285	251	
Executive Member for Children & Young People	Liz Santry	2,433	375	1,459	-	-	-	1,458	-80	5,350	295	
Executive Member for Community Involvement	Lorna Rieth	658	40	513	-	167	-	179	-	1,517	40	
Executive Member for Crime and Community Safety	Nilgün Canver	199	680	263	-	10	-	115	-	587	680	
Executive Member for Enterprise and Regeneration	Kaushika Amin	214	510	91	-	50	-	55	-	410	510	
Executive Member for Environment & Conservation	Brian Haley	679	2,114	1,223	886	100	55	654	40	2,656	3,095	
Executive Member for Finance	Toni Mallett	798	610	525	-262	362	-20	205	5	1,890	333	
Executive Member for Health & Social Services	Bob Harris	1,193	1,811	1,140	187	1,885	-	865	-	5,083	1,998	
Executive Member for Housing	Isidoros Diakides	-	1,156	-	324	-	348	-	27	-	1,855	
Executive Member for Organisational Development & Performance	Dhiren Basu	524	217	236	-	244	-	293	-	1,297	217	
TOTAL		6,816	7,764	5,517	1,135	2,818	383	3,924	-8	19,075	9,274	

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
MONDAY, 21 AUGUST 2006**

Councillors Councillors Bull (Chair), Cooke (Vice Chair), Bevan, Jones, Davies, Winskill, Whyte (substituting for Newton)

Apologies Councillor Newton, substituted for by Councillor Whyte

MINUTE NO.	SUBJECT/DECISION
OSCO36.	<p>CHAIR'S WELCOME AND APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillor Newton who was substituted, according to Standing Orders, by Councillor Whyte.</p>
OSCO37.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Haley, in response to points of clarification as to whether he had an interest to declare sought clarification from the Legal representative present as to whether he was required to make a declaration as Executive Member - Environment. The Legal representative (Mr Mitchison) responded that he did not believe that it was necessary for Councillor Haley to declare an interest at this juncture as he was attending the Committee to give evidence in relation to the Executive decision that had been called-in to the Overview and Scrutiny Committee and therefore was not participating in this Committee's decision making process.</p>
OSCO38.	<p>URGENT BUSINESS</p> <p>None.</p>
OSCO39.	<p>CALL-IN OF THE EXECUTIVE DECISION RELATING TO THE RECYCLING SERVICE</p> <p>The Overview and Scrutiny Committee received the reports of the Interim Director of Environmental services and the Monitoring Officer, on the circumstances of the Call-in of the decision of the Executive, in relation to the Recycling Contract.</p> <p>With the consent of the Chair of the Committee, the main signatory of the Call-in outlined the reasons for the Call-in as detailed in the attached papers. Some further concerns raised and included:</p> <ul style="list-style-type: none"> • The decision not to enter into formal and binding arbitration with the contractor RWS. • Why work on drawing up a new contract and a tendering process had not begun earlier.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
MONDAY, 21 AUGUST 2006**

- The ability of the Council to deliver the service in-house.
- Why the existing contract could not be extended with the existing contractor RWS.
- The impact on staff currently delivering the service and employed by RWS.
- That insufficient information had been provided in the report to the Executive, about the financial situation including possible loss of external funding, pension provision and the likely outcome of arbitration.

It was requested that the Committee take evidence from a Director of RWS.

In response to questions from the Committee the Director of RWS indicated that in his opinion:

- RWS could tailor the service provided to meet the Council's requirements.
- RWS had increased the collection of recyclable materials considerably.
- The report to the Executive had insufficient information.
- There was no reason for not going to arbitration as RWS wished.

The Monitoring Officer's Representative advised the Committee that according to investigation, the original decision of the Executive taken on 25 July 2006 in respect of recycling services was within the policy and budgetary frameworks. However, this did not prevent the Committee questioning the merit of the decision taken even though it was the opinion of the Monitoring Officer that the RWS contract could not have been extended because it was not compliant with EU regulations.

The Interim Director of Environmental Services, outlined the reasons why the Council was unwilling to enter in to arbitration with RWS and addressed the issues that had been raised in the Call-In, offering extended details to those set out in the Report in response to the specific issues raised in the Call-In. This included the issues over the contributions RWS had made to the efficiency of recycling capacity within the borough. It was also established that the decision to bring the service back in-house had been largely based on what future aspirations/provisions the Council wanted to provide in a scheme of services that has a rapidly changing agenda. The Council had to decide for itself on what provision it wanted in the future and thus needed to look at the policy framework by bringing the service in-house and

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
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	<p>reconsidering it in order to create innovative and leading-edge services.</p> <p>RESOLVED:</p> <p>The Committee resolved to exclude the press and public from the meeting in accordance with provisions of the Council's Constitution.</p>	
OSCO40.	EXCLUSION OF PRESS AND PUBLIC	
	<p>The Committee moved into part two of the Agenda (the Exempt part)</p>	

COUNCILLOR GIDEON BULL

Chair

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