

NOTICE OF MEETING

Overview and Scrutiny Committee

TUESDAY, 28TH NOVEMBER, 2006 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON 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. APOLOGIES FOR ABSENCE

2. 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 8 below).

3. DECLARATIONS OF INTEREST

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

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

4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

5. BUDGET SCRUTINY - COMMUNITY INVOLVEMENT (PAGES 1 - 12)

(Report of the ACE – OD, ACE – Strategy, ACE – Access and Acting Director of Finance) To update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:

- Organisational Development (Member Services)
- Strategy (Communications, Corporate Consultation & Engagement and Voluntary Sector)
- Neighbourhood Management
- Customer Services
- Libraries and Museums

6. BUDGET SCRUTINY - ORGANISATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT (PAGES 13 - 24)

(Report of the ACE – OD, ACE – Access, Head of Legal Services and Acting Director of Finance) To update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:

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

7. BUDGET SCRUTINY - ENVIRONMENT & CONSERVATION (PAGES 25 - 42)

(Report of the Interim Director of Environment and the Acting Director of Finance) To update Members on the financial planning process and to consider the pre-business plan reviews for the following business units:

- Streetscene Business Unit
- Recreation Business Unit

8. NEW ITEMS OF URGENT BUSINESS

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

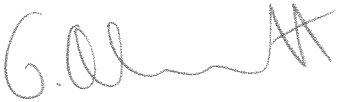
Jeremy Williams
Principal Committee Co-ordinator
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20 November 2006

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Overview and Scrutiny Committee
On 28 November 2006

| | |
|---------------------------|---|
| Report title: | Budget scrutiny - Pre business plan review documents for the Community Involvement Portfolio |
| Report of: | The ACE OD, ACE Strategy, ACE Access and Acting Director of Finance |
| Wards affected: | All |
| 1. Purpose | <p>1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:</p> <ul style="list-style-type: none"> • Organisational Development (Member Services) • Strategy (Communications, Corporate Consultation & Engagement and Voluntary Sector) • Neighbourhood Management • Customer Services • Libraries and Museums |
| 2. Recommendations | <p>2.1 To note the latest financial planning position as set out in the report.</p> <p>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.</p> |

| | | |
|---|---|--|
| Report authorised by: | Stuart Young Head of Personnel |  |
| | David Hennings ACE Strategy | Gerald Almeroth Acting Director of Finance |
| | Justin Holliday ACE Access | |
| Contact officer: | Stuart Young/David Hennings/ Justin Holliday | Kevin Bartle |
| Telephone: | 020 8489 3174/ 2683 / 3129 | 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: | | |
| <ul style="list-style-type: none">• 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

8.1 Key strategic issues / objectives and links to savings & investment proposals

- Reduction of print costs for meetings as more becomes available online. We will stop printing copies for officers and those Members who are ok to receive information in electronic format = £10K
- Deliver more Member development ourselves and reduce the use of external trainers = £30K
- Apply criteria to focus Member attendance at conferences to those relevant to role = £10K
- Review the use of webcast future developments = £20K
- Reduce administrative support to meetings as these reduce following a review of the constitution = £40K

Strategy (Communication; Voluntary Sector; Consultation)

8.2 Key strategic issues / objectives

- To improve the Corporate Voluntary Sector Teams (CVST) arrangements for allocating, managing and monitoring organisations in receipt of funding. In particular ensuring a system is in place whereby, if there are sensitive issues at play within the voluntary sector, the Council has a better overview and improved information sources to manage risk and to resolve in a joined up way.
- To develop the capacity of the CVST to take a corporate lead on strategic initiatives relating to the voluntary sector, where appropriate

and relevant. This will include development of a Voluntary Sector Strategy which will help define the strategic projects that the team need to develop and implement in the near future. This will also involve leading on the implementation of a commissioning and grant aiding strategy and working more closely with Departments on joint voluntary sector initiatives.

- 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.

8.3 Link to savings and investment proposals

- Retention of the current levels of management and staffing for the CVST and implementing savings through a gradual reduction in funding to voluntary sector groups.
- A 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.
- 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.

Neighbourhood Management

8.4 Key strategic issues / objectives

Over the next four years key objectives for Neighbourhood Management include building community and business engagement as part of supporting the Council's drive for excellence, exploiting opportunities to deliver local and accessible, and building community empowerment. This involves working with local people, partner agencies voluntary groups and business partners to develop agreed priorities and programmes for action.

8.5 Link to savings and investment proposals

The efficiency savings identified in the Pre-Business Plan reflect a commitment to supporting neighbourhood work at local level. They aim to maximise external funding opportunities, minimise use of temporary agency cover, to use IT effectively to reduce high support costs, and to sustain increased income at Broadwater Farm Community Centre to reduce council subsidy. To ensure work is maintain work at the front line post deletions have been kept at a minimum and where feasible will impact on central support within the service.

Capital bids relate to ongoing external investment in Tottenham High Road. English Heritage now require match funding to draw down their annual grant. (50%). The investment from LBH will ensure continued improvement in the historic buildings along the High Road, which contributes positively to the regeneration of Tottenham High Road and its businesses. The same rationale applies to the investment bid for Holcombe Market which complements the major EU investment of £1.4m in a new managed workspace facility for small start up businesses on Stoneleigh Road. This bid for Holcombe Market recognises the importance of this civic space in Bruce Grove and Tottenham's town centre.

Customer Services

8.6 Key strategic issues / objectives and links to savings & investment proposals

The pre-agreed savings from channel shift and increased efficiency are challenging. There are currently plans in place to improve performance but it may prove necessary to review the profile of the pre-agreed savings to ensure the performance improvements are delivered and embedded.

Libraries & Museums

8.7 Key strategic issues / objectives and links to savings & investment proposals

The service continues to improve and perform well and is well placed for the increased functions (culture and adult learning) suggested in the new structure. The implementation of self-issue is progressing well and the consequent staff changes are being planned.

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

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).

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

| 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 | | |
| 046 | Exec Member: Comm Inv | Chief Executive's | Customer Services | Refurbishment of the 4 Customer Service Centres | 100 | 100 | 0 | 0 | 0 | 100 | | 100% |
| | | | Customer Services Total | | 100 | 100 | 0 | 0 | 0 | 100 | | |
| 047 | Exec Member: Comm Inv | Chief Executive's | Neighbourhood Management | Bruce Grove Core Centre, Heritage Lottery Fund | 0 | 375 | 742 | 607 | 0 | 1,724 | | 0% |
| 048 | Exec Member: Comm Inv | Chief Executive's | Neighbourhood Management | English Heritage PSICA Grant Scheme 2007-2010 | 300 | 220 | 220 | 220 | 0 | 660 | | 45% |
| 049 | Exec Member: Comm Inv | Chief Executive's | Neighbourhood Management | Holcombe Road Market | 200 | 200 | 0 | 0 | 0 | 200 | | 100% |
| 050 | Exec Member: Comm Inv | Chief Executive's | Neighbourhood Management | Stoneleigh Road Depot site redevelopment | 0 | 356 | 0 | 0 | 0 | 356 | | 0% |
| 051 | Exec Member: Comm Inv | Chief Executive's | Neighbourhood Management | Wards Corner | 6,000 | 6,000 | 0 | 0 | 0 | 6,000 | | 100% |
| | | | Neighbourhood Management Total | | 6,500 | 7,151 | 962 | 827 | 0 | 8,940 | | |
| 052 | Exec Member: Comm Inv | Chief Executive's | Libraries, Archives & Museums | Alexandra Park Library Disability Access | 50 | 80 | 0 | 0 | 0 | 80 | | 63% |
| 053 | Exec Member: Comm Inv | Chief Executive's | Libraries, Archives & Museums | Hinggate Library Disability Access | 50 | 50 | 0 | 0 | 0 | 50 | | 100% |
| 054 | Exec Member: Comm Inv | Chief Executive's | Libraries, Archives & Museums | Libraries Stockfund Support | 1,270 | 300 | 320 | 320 | 330 | 1,270 | | 100% |
| 055 | Exec Member: Comm Inv | Chief Executive's | Libraries, Archives & Museums | Libraries Improvements | 330 | 100 | 110 | 120 | 0 | 330 | | 100% |
| | | | Libraries, Archives & Museums Total | | 1,700 | 530 | 430 | 440 | 330 | 1,730 | | |
| | | | Grand Total £000 | | 8,300 | 7,781 | 1,392 | 1,267 | 330 | 10,770 | | 0 |

| 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 |
|------------|-----------------|-----------------------|----------------------------|--------------------------------|---|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|------------|---|
| 5.3 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Customer Service | Shelbi development resulting in improved efficiency: process improvement, understanding what creates demand and taking action to satisfy needs and reduce demand, migration to self service channels. | 294 | 268 | 0 | 0 | 562 | The level of savings possible is at risk if the service quantum reduces. The market testing of Homes for Haringey repairs could result in the outsourcing of the Call Centre element of repairs reporting. This will severely impact the capability to deliver this level of saving unless Homes for Haringey increase the volume of other services available through Customer Services, and at present there are no firm plans to do this. This will also impact the capability of Customer Services to bear the current level of overhead. The current failure to meet existing patterns of demand makes achieving these planned efficiency savings difficult in this profile, unless we accept the current waiting times as the norm. It is recommended that the profile of savings be reviewed in order to invest in improvements in service delivery during the implementation of the Customer Services Strategy and to enable the call centre and CSC recovery plans to address improvements in service delivery for the growing number of customer contacts. |
| | | | | Customer Service Total | | 294 | 268 | 0 | 0 | 562 | |
| 5.3 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Libraries & Museums | Efficiency savings resulting from self issue | 100 | | | | 100 | By the end of 2006-07 RFID will have been installed in all three of our main libraries. We expect to achieve staff related efficiency savings following the implementation of the libraries restructure in 2007/08. |
| | | | | Libraries & Museums Total | | 100 | 0 | 0 | 0 | 100 | |
| 5.3 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | External funds to charge staff time | 13 | | | | 13 | Heritage Lottery Fund has been secured |
| 13 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | Reduce 2 posts - Review of NMW work programme | 80 | | | | 80 | |
| 13 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | Reduced use of agency staff | 20 | 20 | 20 | 20 | 80 | |
| 13 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | External funding - To replace core budget | 20 | 20 | 20 | 20 | 80 | |
| 13 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | Area Assemblies - To maximise using e-invites | 10 | 10 | | | 20 | |
| 13 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | Broadwater Farm CC - new hire | | 35 | 35 | 30 | 100 | |
| 13 | S | Exec Member: Comm Inv | Chief Executive's (Access) | Neighbourhood Management | Delete 1 admin/finance post | | 35 | | | 35 | |
| | | | | Neighbourhood Management Total | | 143 | 120 | 75 | 70 | 408 | |
| 5.3 | S | Exec Member: Comm Inv | Chief Executive's (Access) | OD | Member enquiries function | 17 | 31 | | | 48 | 07/06 pre agreed savings are on track to be delivered |
| 5.3 | S | Exec Member: Comm Inv | Chief Executive's (Access) | OD | Town Twinning | 2 | | | | 2 | Pre agreed saving for 07/08 on track to be achieved |

Key:
5.3 - Pre-Agreed Savings
13 - New Proposed Savings
12 - New Proposed Growth

| PBPR Table | Saving/ Growth | Portfolio | Directorate | Business Unit | Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments | 2007/08 over and above 2006/07 E'000 | 2008/09 over and above 2007/08 E'000 | 2009/10 over and above 2008/09 E'000 | 2010/11 over and above 2009/10 E'000 | Cumulative | Dependencies/Impact |
|------------|----------------|-----------------------|-----------------------------|---|---|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------|--|
| 13 | S | Exec Member: Comm Inv | Chief Executives OD | OD | Further reduce hard copy printing of committee agendas to all but essential paper copies using electronic provision | | | 10 | | 10 | 10 Full implementation of recently revised report writing guidelines. Ability to rely on web based media for dispatch of papers. |
| 13 | S | Exec Member: Comm Inv | Chief Executives OD | OD | Member L&D reduce use of external consultants and deliver more training in-house | | 15 | 15 | | 30 | Dev of internal resource. Income generation realised |
| 13 | S | Exec Member: Comm Inv | Chief Executives OD | OD | Reduce number of external conferences attended by Members | | 10 | | | 10 | Containable if MLD resources dedicated. Review of attendance policy with clearer links between learning activities, PDPs and roles |
| 13 | S | Exec Member: Comm Inv | Chief Executives OD | OD | Reduction in future development of web cast such as interactively, mobile unit. | | 20 | | | 20 | Realisation of income generation potential. |
| 13 | S | Exec Member: Comm Inv | Chief Executives OD | OD | Deletion of 1FTE support post from reduction in formal meetings by approx 36 per year | | | | 40 | 40 | This reduction is dependent on reducing the number of formal meetings and review of the constitution. |
| | | | | OD Total | | 19 | 76 | 25 | 40 | 160 | |
| 5.3 | S | Exec Member: Comm Inv | Chief Executives (Strategy) | Strategy & Communication | Management and support / corporate saving. | 10 | | | | 10 | Original target for 2007/08 was 50k. Savings of 40k have been passed over to the CVST and this is reflected in the new cashable savings for CVST. Therefore 10k is retained within management and support and will be achieved through a reduction in the salary budget. The saving of 148k in 07/08 is intended to be a corporate saving dependent on a review/restructuring of the policy function across the council. This saving is not attributable to the strategy service alone and therefore will not be achieved. |
| 5.3 | S | Exec Member: Comm Inv | Chief Executives (Strategy) | Strategy & Communication | CVST | 89 | 60 | | | 149 | Savings for 06/07 have been achieved by reducing the new initiatives development fund grants. Savings in 07/08 (71k) and 08/09 (60k) will be achieved by not passing on the inflationary increase in the grants budget to voluntary sector groups, which effectively means a reduction in funding to groups. The additional saving of 18k in 07/08 will be achieved by reducing the training budget by 15k, and small grants budget (New Initiative Development Fund) by 3k. |
| 13 | S | Exec Member: Comm Inv | Chief Executives (Strategy) | Strategy & Communication | CVST | 22 | 20 | 67 | 69 | 178 | Savings in 2008/09 (11k), 2009/10 (67k) and 2010/11 (69k) will be achieved by not passing on the inflationary increase in the grants budget to voluntary sector groups. Savings in 2007/08 (12k) and 2008/09 (12k) will be achieved reducing the small grants budget (NIDF). Additional savings of 10k in 07/08 will be achieved by reducing the intervention fund. |
| | | | | Strategy & Communication Total | | 121 | 80 | 67 | 69 | 337 | |
| | | | | \$ Total | | 677 | 544 | 167 | 179 | 1,567 | |

Key:
5.3 - Pre-Agreed Savings
13 - New Proposed Savings
12 - New Proposed Growth

| PBPR Table | Saving / Growth | Portfolio | Directorate | Business Unit | Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments | 2007/08 over and above 2006/07 E'000 | 2008/09 over and above 2007/08 E'000 | 2009/10 over and above 2008/09 E'000 | 2010/11 over and above 2009/10 E'000 | Cumulative | Dependencies/Impact |
|----------------|-----------------|-----------------------|---------------------------|-------------------------------|--|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|------------|--|
| 12 | G | Exec Member: Comm Inv | Chief Executives (Access) | Customer Service | Resource for a dedicated FOI Officer to sit within the Service Development Team in Customer Services | 40 | - | - | - | 40 | This is dependent on the planned changes in the FOI report being agreed by CEMB. |
| G Total | | | | | | 40 | - | - | - | 40 | |
| | | | | Customer Service Total | | 40 | - | - | - | 40 | |

Key:
 5.3 - Pre-Agreed Savings
 13 - New Proposed Savings
 12 - New Proposed Growth

| 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: Comm Inv | Chief Executives (Access) | Neighbourhood Management | Broadwater Farm CC | 282 | | | | 0 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: Comm Inv | Chief Executives (Access) | Customer Service | £50k for promoting/achieving channel shift from existing (expensive) phone/face-to-face channels to (cheap) web enabled channels. | 50 | | | | 0 A take-up campaign is currently (august/september) in planning and will run in parallel with the Government's National Take-up Campaign. A combination of media types will be used to raise public awareness of the new services that will be available to them. |
| Exec Member: Comm Inv | Chief Executives (Access) | Customer Service | Workforce Management System | 10 | | | | 0 The Capital project for implementation of the system has delayed to late 2006/early 2007. |
| Exec Member: Comm Inv Total | | | | 342 | 0 | 0 | 0 | |

Overview and Scrutiny Committee
On 28 November 2006

Report title: Budget scrutiny - Pre business plan review documents for the Organisation Development & Performance Portfolio

Report of: The ACE OD, ACE Access, Head of Legal Services 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 (Performance & Improvement; OD&L; Human Resources)
- Corporate IT
- Legal Services

2. Recommendations

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

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: **Stuart Young**
Head of Personnel

Davina Fiore
Head of Legal Services

Justin Holliday
ACE Access



Gerald Almeroth
Acting Director of Finance

| | | |
|---|---|--|
| <p>Report authorised by:</p> | <p>Stuart Young Head of Personnel</p> <p>Davina Fiore Head of Legal Services</p> <p>Justin Holliday ACE Access</p> | <p>Gerald Almeroth Acting Director of Finance</p> |
| <p>Contact officer:</p> <p>Telephone:</p> | <p>Stuart Young/Alan Crouch/ Justin Holliday</p> <p>020 8489 3174/3841/ 3129</p> | <p>Kevin Bartle</p> <p>020 8489 3743</p> |
| <p>3. Executive summary</p> <p>3.1 The report provides an update on the financial planning process and pre-business planning documentation for scrutiny.</p> | | |
| <p>4. Reasons for any change in policy or for new policy development</p> <p>4.1 None</p> | | |
| <p>5. Access to information: Local Government (Access to Information) Act 1985</p> <p>5.1 The following background papers were used in the preparation of this report:</p> <ul style="list-style-type: none"> • 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) <p>For access to the background papers or any further information please contact Kevin Bartle on 020 8489 3743.</p> | | |

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.
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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;
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 - 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

Legal Services

8.1 Key strategic issues / objectives

Legal Services is comprised of three Business Units:

- Corporate Legal Services
- Registrars
- Local Land Charges

Corporate Legal Services

Legal Services supports all business units in the Council and charges for time spent providing advice and action using a scale of hourly rates. Any fees or disbursements such as barrister's fees are paid by Legal and then recharged to clients. Legal Services operate a trading account with hourly rates set at level to cover the costs of running the business. Any surplus at year end is refunded to clients. Business units are recharged monthly and detailed costs summaries are sent to give clients the opportunity to review the charges.

Key Issues for 2006/2007

Environment Services (Enforcement) Budget: The total Legal budget for enforcement is £155K. However, spend for 06/07 to date is £146K, which leads to a projected overspend on the legal budget of £185K for the year. The over spend is attributable to increased activity in areas of licensing, planning enforcement notices / appeals, under age sale of alcohol, environmental crime and non payment of fixed penalty notices. Consideration is being given by Environmental Services to costs saving

measures, including reducing the type and number of enforcement cases Legal Services are instructed take action on or taking alternative action such as fixed penalty notices.

The Children's Service Legal Budget: is under similar pressure and a suggestion has been made by the client for the hourly rates charging structure to be set aside and for the cost of lawyers salaries to be paid directly by The Children's Service. This proposal is unrealistic as it does not cover the full cost of providing the service as it does not take into account overhead recharges and other running costs such as training, legal practising certificates, law library and recruitment. It would also lead to an increase in charges for other clients as the hourly rates would need to be increased to cover the cost of overhead recharges and other charges not covered by The Children's Service.

Homes for Haringey: are to carry out a VFM review in December 06-March 07. If they were to terminate using Haringey Legal Services there may be significant implications as they are one of our largest clients. Existing budgetary provision has not been made for redundancy costs. However, staff affected maybe protected by Transfer of Undertaking Regulations (TUPE) and so transfer to the new provider.

Corporate Overhead recharges: are applied to each business unit to pay for the cost of office accommodation, IT, Personnel and finance. being paid by Legal Services have increased by 24% from 2005/06 rates. The hourly rates for 06/07 were set prior to notification of this on the basis of an increase in corporate overheads of 5%. The impact maybe that Legal Services will not achieve it's cash limit in 2006/07. This will be kept under review and if necessary a mid year increase could be implemented.

Potential Savings for 2006/07:

The legal case management system has just gone live and when it is fully rolled out it will be possible to quantify efficiency savings in terms of work being done more quickly therefore clients charged less for work. We are happy to work with clients to seek to identify how they can reduce their spend on legal services, either by them doing some work themselves or by stopping certain areas of work. In addition we are investigating income generating proposals and ensuring we recover costs wherever possible.

Registrars

Registrars generate income from ceremonies which covers the costs of running the unit

Key Issues for 2006/2007

There has been a drop in the number of marriage and citizenship ceremonies with the resulting drop in income but additional services such as civil partnerships and a checking service for citizenship applications are now provided and the income balances out. Further additional services such as renewal of vows and naming ceremonies are planned for 2007/08. These are non-statutory ceremonies and indicators from

other councils which offer them are that initial take up is low. However, this will be an additional income stream which we will market and hope will grow

Local Land Charges

Local Land Charges is set an income target which is in excess of the cost of running the unit. During 2005/06 expenditure was about £140K and income about £800K. The target has been reduced in previous years as competition from the private sector and the declining property market has affected revenues.

Key Issues for 2006/2007

National legislation requires from 2007/08 that the land charges search fee will only reflect the cost of providing the service. The fee may be set nationally but this is not decided yet. Local Land Charges currently contribute approximately £600K to the council's budget. This will cease.

IT Services

8.2 Key strategic issues / objectives

Considering t-government agenda, IT infrastructure Insource and subsequent ITS' restructure service key strategic issues/objectives for the future are as follows:

- Successful launch of the new service in 2007/08
- New service charging strategy
- Maintenance of staff professional/technical skills reflecting current and future technologies
- Customer focus – service perception improvement programme
- Introduction of new SLA's and OLA's
- Business application rationalisation
- Retention of skilled workforce
- Support of ICT Scrutiny
- Flexible working strategy
- Review of mobile communication facilities
- T-Government opportunities in the context of Haringey business objectives
- Implementation of IP Telephony (replacement of aging voice network)
- Development and implementation of application MSP (Application Managed Service) strategy to achieve best VFM and improve quality of services
- Design and implementation of Demand Mgt framework supporting evolving projects
- Investment in Partnership opportunities
- Continuation of successful project delivery
- Consultations/benchmarking to demonstrate VFM and service quality improvements
- Achieving ISO27001
- On going budget efficiencies

8.3 Links to Savings and Investment Proposals

This challenging agenda requires regular capital investment which is reflected in the ITS' PBPR. It is anticipated that Insource and review of MSP contract portfolio will lead to revenue savings also identified in this year's PRPR submission

Organisational Development

8.4 Key strategic issues / objectives and links to Savings & Investment Proposals

The new cashable savings proposed for 2007/8 are:

- Review the way we use the Improvers budget. It is currently used for project mgt, change mgt as well as Improvers = £70K saving
- Bring Personnel and OD&L together into a single structure. They are currently sister services = £50K
- Review current vacancies (and management structure of OD) after the Council Reshaping = £160K
- Reduce training administration having rationalised social services training contracts = £10K

The new cashable savings proposed for 2008-2011 are:

- Reduce staff events from 2 to 1 per year = £25K
- Reduce frequency of staff survey from 18months to 2 years = £16K
- Review how we deliver HR process services. Look to work with others, for regional/national shared contracts, etc = £70K (to be scoped)
- Review HR advisory services as above look to work with others or develop regional contracts = £70K (to be scoped)

The Revenue investments that we seek in the period to 2011 are:

- 1 post to strengthen the corporate Project Management Office as this function grows = £50K
- Investment in proactive staff health & wellbeing to drive absence down from 10.4 days = £135K (a reduction of just 0.5 day = £275K saving)
- Investment in career coaching to widen redeployment opportunities. Last year we redeployed 16 people & avoided £140K of redundancy/pension cost = £12K
- Funding for the Staff Achievement award & lunch. Publicity used throughout year to motivate & recognise good performance. Also very useful for inspections = £20K

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

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).

London Borough Of Haringey
 PBPR Capital Investment Bids 2007/08 - 2010/11
 Executive Member For Organisational Development And Performance

| 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 | | |
| 044 | Exec Member: Org Dev & Perf | Chief Executive's | Corporate IT | IT Capital Programme (eGovernment and Transformational Government | 11,250 | 2,750 | 2,500 | 3,000 | 3,000 | 11,250 | | 100% |
| 045 | Exec Member: Org Dev & Perf | Chief Executive's | Corporate IT | Implementation of IP Telephony (IPT) | 1,650 | 250 | 1,400 | 0 | 0 | 1,650 | | 100% |
| | | | Corporate IT Total | | 12,900 | 3,000 | 3,900 | 3,000 | 3,000 | 12,900 | | |
| | | | Grand Total £000 | | 12,900 | 3,000 | 3,900 | 3,000 | 3,000 | 12,900 | | 0 |

| 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 |
|------------|-----------------|-----------------------------|----------------------------|---------------------------|--|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------|---|
| 5.3 | S | Exec Member: Org Dev & Perf | Chief Executive's (Access) | Corporate IT | Council wide change request reduction post refresh | 50 | | | | 50 | Council wide target based on the benefits of the new corporate infrastructure. Achieved. |
| 5.3 | S | Exec Member: Org Dev & Perf | Chief Executive's (Access) | Corporate IT | Council wide Home computing Initiative | 15 | | | | 15 | Council wide saving. This scheme was abandoned due to changes by the Chancellor in the April '06 budget statement. Hence achieved Council wide through other efficiency savings. |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (Access) | Corporate IT | Review of support and development arrangements for core applications | | | 150 | 100 | 250 | Availability of IT resources and infrastructure capacity |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (Access) | Corporate IT | General efficiencies | | 166 | | | 166 | |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (Access) | Corporate IT | Staff reduction post self service introduction | | 0 | 50 | | 50 | |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (Access) | Corporate IT | Application rationalisation | | 50 | | 50 | 100 | |
| | | | | Corporate IT Total | | 65 | 216 | 200 | 150 | 631 | |
| 5.3 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | In-house delivery of leadership programme by OD&L and planned completion of programme | | | | | 17 | Planned savings for 07/08 will need to be re-phased to 09/10 because of corporate decision to redesign programme and introduce project element. The funding for the programme will need to be re-profiled over a three year period. |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Reduce Change and Project Management budget or transfer retained staff to directorates | 70 | | | | 70 | Service budget picks up post & assimilates into structure |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Restructure Personnel & OD&L | 50 | | | | 50 | more posts are affected as reorg will deliver efficiency by changing service delivery model |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Do not fill vacancies in equalities, OD, & Personnel | 160 | | | | 160 | dependent upon corporate reorg |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Deletion of 50% of a support post from rationalisation of contracts for social services training | 10 | | | | 10 | Re allocation of work within the team |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Reduce staff events to 1 per year | | | 25 | | 25 | Fewer opportunities for council leadership to speak directly to large groups of staff; risk to lip / CPA rating etc. |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Reduce staff survey frequency to once every 2 years | | | 16 | | 16 | Poorer picture / understanding of staff attitudes and use of management tools & frameworks |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Review model of service delivery for all transactional HR services | | | | 70 | 70 | Work to be scoped. Estimate 10/11 saving will deliver minimum £70K |
| 13 | S | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Review service model for advisory & developmental delivery – work in partnership with others | | | | 70 | 70 | Work to be scoped. Estimate 10/11 saving will deliver minimum £70K |
| | | | | OD Total | | 290 | 17 | 41 | 140 | 488 | |
| 13 | S | Exec Member: Org Dev & Perf | Legal | Legal | Registrars – potential new income stream from naming and renewal of vows ceremonies | 3 | 3 | 3 | 3 | 12 | |
| | | | | Legal Total | | 3 | 3 | 3 | 3 | 12 | |
| | | | | S Total | | 358 | 236 | 244 | 293 | 1,131 | |

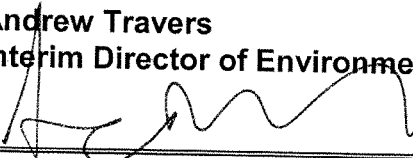
Key:
 5.3 - Pre-Agreed Savings
 13 - New Proposed Savings
 12 - New Proposed Growth

| 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: Org Dev & Perf | Chief Executive's (OD) | OD | 1 x additional programme support officer | 50 | | | | 50 | This additional post is essential to strengthen the corporate programme office and to ensure that the Council fully implements the Audit Commission Action Plan recommendations in relation to project management |
| 12 | G | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | staff wellbeing. | 135 | | | | 135 | Plan to support staff wellbeing project with increased ohu time for proactive health promotion, Options = bring doctor in house to secure current improvements, add nurse time for more proactive activities. |
| 12 | G | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Career coaching for redeployment and development | 12 | | | | 12 | Redeployment is more effective due to investment in redeployment liaison officer. It remains limited to search against current role. Career coaching would broaden the potential = greater numbers redeployed. In 05/06 26% of redeployment pool successfully redeployed. In 05/06 26% of redeployment pool successfully redeployed. Also could be used for development. Costs = investment in our staff as coaches. |
| 12 | G | Exec Member: Org Dev & Perf | Chief Executive's (OD) | OD | Achievement Lunch and Xtra mile scheme | 20 | | | | 20 | Scheme is currently unfunded and costs are met from under spends in the OD and L budget which will be unsustainable in future years.. Plus to cover the cost of inland revenue regulations |
| G Total | | | | | | 217 | 0 | 0 | 0 | 217 | |
| OD Total | | | | | | 217 | 0 | 0 | 0 | 217 | |

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| Overview and Scrutiny Committee |
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|----------------------------|
| On 28 November 2006 |
|----------------------------|

| | | |
|------------------------------|--|--|
| Report title: | Budget scrutiny - Pre business plan review documents for Environment and Conservation Portfolio | |
| Report of: | The Interim Director of Environment and Acting Director of Finance | |
| Wards affected: | All | |
| 1. Purpose | <p>1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:</p> <ul style="list-style-type: none"> • Streetscene Business Unit • Recreation Business Unit | |
| 2. Recommendations | <p>2.1 To note the latest financial planning position as set out in the report.</p> <p>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.</p> | |
| Report authorised by: | Andrew Travers Interim Director of Environment  | Gerald Almeroth Acting Director of Finance |
| Contact officer: | Ajit Sohi | Kevin Bartle |
| Telephone: | 020 8489 4503 | 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.

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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 these portfolio's 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);
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- 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 sections in the report summarises the key service issues and objectives for Environment directorate by business unit over the planning period.

8. STREETSCENE

8.1 Key Issues/Investment/Savings

The Streetscene Pre-business plan has focussed on the key areas to maintain current services and to align with the agenda as outlined in the Labour Manifesto. In addition issues relating to health and safety, for both staff and residents have been incorporated into the plan.

8.2 Issues and pressures by Service Area

8.3 Highways

There are four main issues facing the Highways services.

Firstly the ability to maintain and improve on the condition of the Council's Highways Network, this is currently in line with the London 2nd Quartile performance. Further Capital investment for the next 3 years is required to deliver the required improvements.

Performance in regards to reducing number of people killed or seriously injured in the borough has improved. However in order to maintain this and meet the commitment in the Labour Manifesto continued investment is required in both engineering solutions and education.

In order to ensure that the key requirement under the Traffic Management Act, the expeditious movement of vehicles within the Borough is met, investment is required in IT systems that will enable the Network management Team to execute their duties and provide the critical performance data. Failure to comply with the act will lead to the intervention by the Secretary of State, which not only is a 'killer' KPI but could incur severe financial penalties.

Finally to ensure that the Council meets the Labour Manifesto commitment to replace all the old light columns in the Borough with new stock by 2009/10 the existing funding programme will need to be brought forward.

| | Capital | Revenue |
|--|---------|---------|
| Highways Asset Management Plan | £3.75m | |
| Road Safety | £200k | |
| Traffic Management Act plus other service IT | £450k | £167k |
| Street lighting | £3m | |

8.4 Waste Management

There are three main issues for Waste Management.

To improve the BV199 score from 41% to <25% over the next 3 years will require the Integrated Waste Management Contract to be modified meet the new BV199 cleansing standards and the Labour Manifesto commitment.

The free White Goods Collection service is currently funded externally through the Performance Reward Grant which will end in 2007/08. Without replacement funding this free service will cease. However, a charge for this service could be made, although this is likely to impact on increased levels of dumping. This service collects materials which are either reused or recycled..

To achieve a recycle rate of 25% of household waste by 2009/10 in line with the commitment in the Labour Manifesto and to further meet the Council's commitment to recycle >30% from 2010/11 will require a considerable expansion of the existing services to increase the number of households, this includes the necessary infrastructure and bins.

| | Capital | Revenue |
|--|----------------------|--------------------|
| Integrated waste management contract (BV199) | | £486k |
| White Goods Collection | | £150k (from 08/09) |
| Extend Recycling Services | £2.095m over 3 years | £525k |
| Recycling on Estates | £350k (from 08/09) | £295k |
| Wheeled bins for recycling | £2m (08/09) | |

8.5 Parking

In order to continue to provide funding for Highways Schemes which will improve road safety and will ensure the expeditious movement of vehicles within the Borough, a reinvestment programme requires an additional £1.5m of income between 2006/07 to 2009/10. In order to meet this it is proposed that the CCTV network is increased. In addition a review of parking charges is required.

In addition there are significant risks which are likely to affect the parking investment programme over the next four years these include, differential penalty charge notices based on the seriousness of the infringement and changes to guidance on how the clamping and removal service is operated.

Another major concern is the condition of Bury Road car park. This town centre council asset requires complete refurbishment to ensure that it meets the health and safety standards and the requirements of the DDA. The service has specifically identified structural issues that need addressing and lift refurbishment.

| | Capital | Revenue |
|-------------------------------------|---------|---------|
| Increase CCTV operations | £500k | |
| Refurbishment of Bury Road car park | £450K | |

8.6 Savings proposals

The following highlights the proposed savings for Streetscene, the delivery of the Parking Plan proposals dependant upon the capital investment bid (£520k 2008/09), addressing the sick absence issues within parking (£30k in both 2007/08 and 2008/09) as per the recommendations in the parking efficiency review. It is anticipated that the new integrated contract for waste management and transport will deliver competitive and economy savings phased for 2010/11 (£500k).

9. Recreation Services

9.1 Key Issues

- Leisure Transfer option/ package/ preparation/ procurement
- Sustaining Parks and Open Spaces improvement programme.
- Voluntary Sector capacity and support, through redirecting subsidy. Principle agreed in Sports and Physical Activity Strategy and can have significant impact upon health and children and young people outcomes. Volunteering a key 2012 theme.
- Making our Parks and Open Spaces safer and reducing the fear of crime, emphasised nationally and locally through the "Parkforce" agenda/ campaign.
- Access to and development of school based sports and leisure facilities and activities.
- Compliance with changing environmental/ air quality standards [mercury emissions] and health and safety legislation/ guidance [memorials].
- Developing our commissioning focus, capacity and approach.
- Draft LAA stretch targets for Healthier Communities and Older People block, and Safer and Sustainable Communities block.

9.2 Cost Pressures

- Finsbury Park commercial events income target not realistic. Compensatory savings will impact upon sustaining open space improvement.
- Establishment costs in sports and leisure, where base budget assumes package of reductions.
- Delayed implementation of increases to allotment charges and reduction in transport/ vehicle charges.
- Potential further significant increases in gas, electricity and water charges.
- Tree related insurance linked risk management and maintenance programme costs.
- Mainstreaming of NRF funding of core activities – Open Space Hygiene and Green Outreach.
- HfH Value for Money Reviews and supplier choice, with reduced turnover and on costs implications.
- Project management and development officer costs are partly met by and dependent upon internal/ external capital funding [approx £100K]
- Assumed capital funding from LBH Big Lottery Play allocation of £800K – Chestnuts, Stationers, Priory + Markfield [£450K]

9.3 Investment Proposals

The proposed programme will deliver on measurable objectives, which are clearly linked to strategic aspirations:

- Community Strategy and 'quality of life' and 'Valued Open Space'.
- Better Haringey and the 'Greenest Borough'.
- Unitary Development Plan and 'the protection and improvement of open space provision'.
- Open Spaces Strategy and 'quality and well used parks and open spaces', and BV199 and 119 targets.
- Manifesto commitments to 'Green Flag recognition and Tree Stock'.
- Recreation Service Business Plan focus on 'raising standards through stakeholder involvement and sustainable investment', including the leverage of significant external funding.
- Delivery of Local Area Agreement targets for sport and recreation physical activity and open space renewal, including new CPA measures.

| Capital [2007/8 – 2009/10] | £000 | Match |
|---|--------------|--------------|
| Parks + Open Space Improvement | 1,500 | |
| Allotments Infrastructure | 225 | 275 |
| Chestnuts – Play Facilities | 120 | 250 |
| Markfield Rec Renewal | 425 | 2,370 |
| Belmont Rec Restoration | 50 | 450 |
| Tree Planting + Replacement | 240 | 60 |
| Finsbury Park Track + Gym [Prudential borrowing-Cost met from existing subsidy] | 100 | 100 |
| Total | 2,660 | 3,500 |
| Grand Total | | 6,160 |

| Revenue [2007/8] | £000 | Match |
|---|--------------|--------------|
| Parks + Open Spaces repairs + maintenance | 100 | |
| Leisure Transfer - support/ preparation | 150 | |
| IT+S upgrades/solutions | 176 | 35 |
| Core funding to Groundwork | 70 | 70 |
| Open Space security/staffing | 150 | |
| Reduced Concerts Income Target | 150 | |
| Cemetery Memorials Safety Compliance | 60 | |
| Targetted Health + Wellbeing Programmes [older people, mental health + disabilities] | 150 | |
| Utilities Costs – to be corporately assessed and allocated as part of inflation [unit cost not consumption] | | |
| Total | 1,006 | 105 |

9.4 Savings

The proposed efficiency saving is based upon the successful transfer of Sports and Leisure to an external operator in 2008/9. The saving would accrue from a 70:30 combination of tax savings and improved performance, and would further improve the service's Value for Money profile (Audit Commission). Preparation and implementation of the transfer will incur a one off cost which is reflected in the 'Investment Proposals' at 9.3 above.

The significant non cashable saving reflects continued growth in leisure centre usage at no additional revenue cost, thus reducing the net subsidy per user visit. The latter is measured through the National Benchmarking Service (NBS), and inclusion is proposed in the CPA from 2007, with Haringey currently in the lower quartile.

| Cashable | £000 |
|---|-------------|
| Existing/ previously agreed [more efficient asset management, burial price increase, allotments price increase, lease of Finsbury Park Track + Gym, Leisure Transfer] | 140 |
| Leisure Transfer [tax savings + improved performance – 70/30%] | 404 |
| Total | 544 |
| Non cashable | |
| Further reduced subsidy per user visits to leisure centres [increased use at no additional net cost] | 175 |

10 Consultation

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

11 Summary and conclusions

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

12. Comments of the Head of Legal Services

12.1 To be completed.

13. Equalities implications

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

14 Use of appendices

- 14.1 Appendix 1 – The budget trail as reported to the Executive in July 2006 which sets out the overall position.
- 14.2 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).
- 14.3 Appendix 3 – summary budget analysis document (2006/07 to 2009/10)
- 14.4 Pre-business plan review documents (circulated separately).

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

| 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 | | |
| 002 | Exec Member: Env & Conserv | Environment | Recreation | Allotments Infrastructure Improvements | 225 | 75 | 75 | 75 | 0 | 225 | | 100% |
| 003 | Exec Member: Env & Conserv | Environment | Recreation | Belmont Recreation Ground Improvement Plan | 50 | 471 | 0 | 0 | 0 | 471 | | 11% |
| 004 | Exec Member: Env & Conserv | Environment | Recreation | Chestnuts Park Playground and Youth Improvement Project | 120 | 460 | 0 | 0 | 0 | 460 | | 26% |
| 005 | Exec Member: Env & Conserv | Environment | Recreation | Finbury Park Athletics Track | 0 | 200 | 0 | 0 | 0 | 200 | | 0% |
| 006 | Exec Member: Env & Conserv | Environment | Recreation | Markfield Park Redevelopment Project | 425 | 1,144 | 940 | 410 | 0 | 2,494 | | 17% |
| 007 | Exec Member: Env & Conserv | Environment | Recreation | Parks Improvement Programme (Open Space Renewal, Green Flag Parks) Tree Planting Strategy | 1,500 | 500 | 500 | 500 | 0 | 1,500 | | 100% |
| 008 | Exec Member: Env & Conserv | Environment | Recreation | Sport & Leisure Investment Programme | 240 | 100 | 100 | 100 | 0 | 300 | | 80% |
| 027 | Exec Member: Env & Conserv | Environment | Recreation | Automatic Public Conveniences (APCs) | 0 | 442 | 0 | 0 | 392 | 834 | | 0% |
| | | | Recreation Total | | 2,560 | 3,392 | 1,615 | 1,085 | 392 | 6,484 | 0 | |
| 009 | Exec Member: Env & Conserv | Environment | Streetscene | Borough Roads, Highways and Footway resurfacing/street furniture (linked to Borough Spending Plan | 425 | 375 | 250 | 0 | 0 | 625 | 52 | 68% |
| 010 | Exec Member: Env & Conserv | Environment | Streetscene | Car park refurbishment - Bury Road | 15,000 | 3,750 | 3,750 | 3,750 | 3,750 | 15,000 | | 100% |
| 011 | Exec Member: Env & Conserv | Environment | Streetscene | Purchase and Installation of New CCTV Cameras | 0 | 9,700 | 9,700 | 9,700 | 9,700 | 38,800 | | 0% |
| 012 | Exec Member: Env & Conserv | Environment | Streetscene | Borough wide commingled recycling collections | 450 | 450 | 0 | 0 | 0 | 450 | | 100% |
| 013 | Exec Member: Env & Conserv | Environment | Streetscene | Parking Plan - Controlled Parking Zone and Civic IT upgrade | 500 | 500 | 0 | 0 | 0 | 500 | 80 | 100% |
| 014 | Exec Member: Env & Conserv | Environment | Streetscene | Provision of food waste collection from estates | 1,790 | 1,640 | 50 | 50 | 50 | 1,790 | 430 | 100% |
| 016 | Exec Member: Env & Conserv | Environment | Streetscene | Road Safety Programme | 1,188 | 647 | 594 | 594 | 594 | 2,429 | 95 | 49% |
| 017 | Exec Member: Env & Conserv | Environment | Streetscene | Spire Road - Clf-ODPM | 85 | 85 | 0 | 0 | 0 | 85 | | 100% |
| 018 | Exec Member: Env & Conserv | Environment | Streetscene | Street Lighting Renewal/Safety Replacement Programme | 800 | 200 | 200 | 200 | 200 | 800 | | 100% |
| 019 | Exec Member: Env & Conserv | Environment | Streetscene | Street Lighting Renewal/Safety Replacement Programme | 0 | 4,000 | 0 | 0 | 0 | 4,000 | | 0% |
| 020 | Exec Member: Env & Conserv | Environment | Streetscene | (IT Developments) Traffic Management Act 2004 Network Management Duty - | 12,000 | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | | 100% |
| 021 | Exec Member: Env & Conserv | Environment | Streetscene | | 450 | 450 | 0 | 0 | 0 | 450 | 167 | 100% |

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

| 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 | | |
| 022 | Exec Member: Env & Conserv | Environment | Streetscene | Borough-wide supply of wheeled bins for domestic refuse for residents requiring | 270 | 90 | 90 | 90 | 0 | 270 | | 100% |
| 023 | Exec Member: Env & Conserv | Environment | Streetscene | Upgrading depot Facilities at Ashley Road Depot | 735 | 735 | 0 | 0 | 0 | 735 | | 100% |
| 028 | Exec Member: Env & Conserv | Environment | Streetscene | Streetscene Section 106 Schemes | 0 | 175 | 0 | 0 | 0 | 175 | | 0% |
| | | | Streetscene Total | | 33,693 | 25,797 | 17,634 | 17,384 | 17,294 | 78,109 | 824 | |
| | | | Grand Total | | 36,253 | 29,189 | 19,249 | 18,469 | 17,686 | 84,593 | 824 | |

| PPPR 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: Env & Conserv | Environment | Recreation | Improved open space facilities management | 20 | | | | 20 | More efficient approach to works procurement and better VFM. Development of Corporate Management of Property should enhance further. |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Recreation | Cemetery burial price/income 20% over 3 yrs | 25 | | | | 25 | Price increase implemented and income on target. |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Recreation | Increased Ailment Premium charges. | 15 | | | | 15 | Delayed pending establishment of Infrastructure Improvement programme. |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Recreation | Lease Finsbury Park Track & Gym | 20 | | | | 20 | Preparation work to be prioritised in second half of 2006/7. |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Recreation | Haringey Leisure Trust | | 60 | | | 60 | Preparation work to be prioritised in second half of 2006/7. |
| 13 | S | Exec Member: Env & Conserv | Environment | Recreation | Leisure Transfer | | 200 | | | 404 | Successful Procurement |
| Recreation Total | | | | | | 80 | 260 | 100 | 104 | 544 | |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Parking – Achieving these income improvements dependent on the proposed revenue and capital investment in service improvements and on agreement of proposed changes to staffing structure and conditions | 267 | | | | 267 | 400k of savings in 2006/07 associated with the Parking Business Plan will not be achieved due to delay in implementing CPZ schemes and permit charge increase report now to be approved later in the financial year. Original already agreed target for 2007/08 was 430k but it is estimated 163k of this will also not be achieved. This sum is included in the new savings target in section 13. |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Review of Parking Charges and number of pay & display bays. | 75 | 225 | | | 300 | Deliverable subject to parking charges review being agreed and timescales being met. |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Highways reactive maint. | 35 | | | | 35 | On target |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Waste contract monitoring (2 staff) | 50 | | | | 50 | Deliverable |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Reduced waste disposal costs due to increase in recycling. | 80 | 20 | | | 100 | Deliverable |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Waste Management efficiency savings | | 50 | | | 50 | Deliverable |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Cwica Licences | | 30 | | | 30 | Deliverable |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Sick Absence Management | 42 | | | | 42 | Deliverable |
| 5.3 | S | Exec Member: Env & Conserv | Environment | Streetscene | Other Streetscene efficiency savings | 20 | 88 | | | 108 | Deliverable |
| 13 | S | Exec Member: Env & Conserv | Environment | Streetscene | Improving and expanding all recycling collection services | | 30 | | | 50 | Approved capital bid |
| 13 | S | Exec Member: Env & Conserv | Environment | Streetscene | Sick absence savings in Parking | 30 | | | | 60 | Approved revenue bid for additional manager. |
| 13 | S | Exec Member: Env & Conserv | Environment | Streetscene | Waste management contract | | 520 | | | 500 | Award of new contract. |
| Streetscene Total | | | | | | 599 | 963 | 100 | 550 | 2,112 | |
| S Total | | | | | | 679 | 1223 | 100 | 654 | 2,656 | |

Key:
 5.3 - Pre-Agreed Savings
 13 - New Proposed Savings
 12 - New Proposed Growth

| PPPR Table | Saving / Growth | Portfolio | Directorate | Business Unit | Details of Efficiency/Proposed 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: Env & Conserv | Environment | Recreation | Repair & Maintenance | 100 | | | | 100 | Link to Capital Programme + Better Hatnagay/Better Places priorities. Increase use of open space. |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | Targeted Adult Leisure and Physical Exercise Programmes | 150 | | | | 150 | Improve Health, and can be managed through existing partnership/commissioning structures. |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | Leisure Transfer | 150 | | | | 150 | Successful externalisation/negotiation. |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | IT&S Upgrade/ Solutions | 176 | | | | 176 | Full cost £211k, thus £36k from existing revenue budget. |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | Groundwork core funding | 70 | | | | 70 | Attracts £70k match from DCLG (per annum for 3-6 years) |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | Enhance Parks Constabulary /Open Space staffing capacity | 150 | | | | 150 | Link to wider Enforcement functions and roll out of Community Policing. Improve user visits per head of population from 43 per annum in 2005. |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | Reduced concert income target | 150 | | | | 150 | Finbury Park commercial income target not realistic. Compensatory savings will impact upon sustaining open space improvements. |
| 12 | G | Exec Member: Env & Conserv | Environment | Recreation | Memorial Safety | 60 | | | | 60 | High risk on health and safety grounds plus adverse publicity/litigation implications of potential incident. |
| | | | | Recreation Total | | 1006 | 0 | 0 | 0 | 1,006 | |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | 1 x Contract manager role (manage CCTV operation) | 47 | | | | 47 | Labour Manifesto - our communities safer. This will enable the full benefits of the CCTV control room to be achieved. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Manager to deal with HR issues, particularly sick absence in parking. | 47 | | | | 47 | This was a key recommendation in the Parking Efficiency Review. This will deliver additional savings as identified in table 13 as well as impacting on service delivery. Also links to the efficiency agenda. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Improving borough cleanliness | 156 | 200 | | | 356 | Will impact on BV199 which is a CPA target. To address classified land usages that not sufficiently covered in the current contract such as high density housing which will directly impact on Housing Services ** Customer satisfaction. **Labour manifesto - Our Streets Bright and Clean. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Bringing recycling services in-house | 80 | | | | 80 | Increased pension costs resulting from bringing recycling services in house. Other potential costs will be unknown until the service is brought in house in late September. Labour Manifesto - our environment greener. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Defra Funding withdrawal. This supports the White Goods Service. | 0 | 150 | | | 150 | This service is currently being funded by the Performance Reward Grant, which ends in March 2008. Funding is therefore required from 2008/09 onwards if the service is to continue. Failure to secure funding will mean that current white goods service could not be delivered. Labour Manifesto - Our Environment Greener. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Restoration of wheeled bin round | 130 | | | | 130 | The Accord contract is due to end in December 2009, so costs for the final year of the contract are only for part year. Costs beyond the lifetime of the Accord contract are unknown. Labour Manifesto - our streets bright and clean. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Depot facilities day to day repairs / maintenance cost | 40 | | | | 40 | Depot budget is not sufficient for the day to day running repairs of the depots due to age of buildings and fittings. There is currently no separate budget for Western road or Hornsey depot. |

Key:
 5.3 - Pre-Agreed Savings
 13 - New Proposed Savings
 12 - New Proposed Growth

Environment and Conservation (Appendix 2).xls
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 2 of 3

| 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: Env & Conserv | Environment | Streetscene | Expansion of recycling collections (Waste Management) | 200 | 230 | | | 430 | This funding is dependant on approval of capital funding (see Section 11 above). This project will have a positive impact on recycling services, with all houses and blocks of flats receiving a commingled collection. Improved customer satisfaction. Labour Manifesto - our environment greener. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | CCTV Purchase and installation of new camera (parking). | | | 40 | 40 | 80 | This funding is required to support the maintenance of the additional CCTV cameras. Linked to capital bid, please see 11. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Expansion of doorstep recycling collections in 2008/09 to all households on estates, from 6000 to 15000 properties. (Waste Management) | | 280 | 15 | | 295 | A doorstep and near-entry recycling collection is being rolled out for 6000 households on estates during 2006/7 and 2007/8. This funding will allow for this service to be expanded to all 15,000 households on estates borough wide. Linked to Capital bid, see section 11. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Provision of food waste collection from 3000 properties on estates in 2007/08 as part of the agreed pilot scheme for collecting dry recyclables commencing this year. (waste management). | 95 | | | | 95 | A bid is made to WRAP (Waste Resources Action Programme) which if successful will contribute to the costs of this project. Linked to capital bid, please see 11. Will support the Labour Manifesto and the delivery of CPA targets. Improved Customer satisfaction. Labour Manifesto - our environment greener. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | Public Conveniences Maintenance cost for Apc's Is £13k. per year per Apc | 26 | 26 | | | 52 | Currently pay £84k per year for cleaning of public conveniences, this should be reduced each year as new APC's are put in. An agreement would have to be reached with DSO cleaning to see if they would run the service at a reduced cost over the 3 years as new APC's are put in. |
| 12 | G | Exec Member: Env & Conserv | Environment | Streetscene | IT Project developments from across the services. | 167 | | | | 167 | This supports a number of service developments. In particular will support increase demands on parking services and will enable the network management team to manage the traffic management duty on behalf of the council. Intervention by the Secretary of State is a killer KPI and also has a potential penalty cost of 250k. |
| G Total | | | | | | 988 | 886 | 55 | 40 | 1,969 | |
| Streetscene Total | | | | | | 1994 | 886 | 55 | 40 | 2,975 | |

Key:
 5.3 - Pre-Agreed Savings
 13 - New Proposed Savings
 12 - New Proposed Growth

| 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: Env & Conserv | Environment | Streetscene | Recycling - roll out of green and organic waste. (2006/07 bid makes up for shortfall in external funding) | 600 | | | 0 | Roll out implemented and diverting waste from landfill and improving environment. Current monthly performance is 20% which is below the target of 22%, hoping to achieve the target by year end. Resident satisfaction performance for recycling is at risk. |
| Exec Member: Env & Conserv | Environment | Streetscene | Parking - additional staff on parking fine recovery | 54 | | | 0 | currently, recovery rate is 61% |
| Exec Member: Env & Conserv | Environment | Streetscene | Parking - additional parking attendants | 63 | | | 0 | have been employed |
| Exec Member: Env & Conserv | Environment | Streetscene | Parking - mobile CCTV enforcement staff | 15 | | | 0 | have been employed |
| Exec Member: Env & Conserv | Environment | Streetscene | Accord - Increased contract costs for increasing number of properties and pension liability. | 305 | | | 0 | agreed at budget monitoring to pay associated cost. |
| Exec Member: Env & Conserv Total | | | | 1037 | 0 | 0 | 0 | |

| 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 |

| | 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 | 26,167 | 10,189 | 2,411 | 700 | 39,467 | 0 |
| Executive Member for Community Involvement | Lorna Rieth | 8,300 | 7,781 | 1,392 | 1,267 | 330 | 10,770 | 0 |
| Executive Member for Crime and Community Safety | Nilgun Canver | 405 | 1,705 | 0 | 0 | 0 | 1,705 | 120 |
| Executive Member for Enterprise and Regeneration | Kaushika Amin | 150 | 2,281 | 0 | 0 | 0 | 2,281 | 60 |
| Executive Member for Environment & Conservation | Brian Haley | 36,253 | 29,189 | 19,249 | 18,469 | 17,686 | 84,593 | 824 |
| Executive Member for Finance | Toni Mallett | 8,930 | 4,480 | 2,550 | 1,400 | 500 | 8,930 | 150 |
| Executive Member for Health & Social Services | Bob Harris | 9,842 | 3,362 | 2,895 | 2,875 | 2,875 | 12,007 | 0 |
| Executive Member for Housing | Isidoros Diakides | 2,154 | 2,154 | 0 | 0 | 0 | 2,154 | 50 |
| Executive Member for Organisational Development & Performance | Dhiren Basu | 12,900 | 3,000 | 3,900 | 3,000 | 3,000 | 12,900 | 0 |
| Grand Total £000 | | 78,934 | 80,119 | 40,175 | 29,422 | 25,091 | 174,807 | 1,204 |

| Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3 | | | | | | | | | | | | |
|--|-------------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|--|
| Executive Portfolios | Councillor | 2007/08 | | 2008/09 | | 2009/10 | | 2010/11 | | Cumulative | | |
| | | Savings £'000 | Growth £'000 | Savings £'000 | Growth £'000 | Savings £'000 | Growth £'000 | Savings £'000 | Growth £'000 | Savings £'000 | Growth £'000 | |
| Leader of the Council | George Meehan | 76 | 281 | 60 | - | - | - | 100 | - | 235 | 281 | |
| Executive Member for Children & Young People | Liz Santly | 2,433 | 375 | 1,459 | - | - | - | 1,458 | -80 | 5,350 | 295 | |
| Executive Member for Community Involvement | Lorna Rieth | 677 | 40 | 544 | - | 167 | - | 179 | - | 1,567 | 40 | |
| Executive Member for Crime and Community Safety | Niligun Carver | 130 | 680 | 262 | - | 10 | - | 115 | - | 517 | 680 | |
| Executive Member for Enterprise and Regeneration | Kausnika Amin | 214 | 510 | 91 | - | 50 | - | 55 | - | 410 | 510 | |
| Executive Member for Environment & Conservation | Brian Haley | 679 | 1,994 | 1,223 | 886 | 100 | 55 | 654 | 40 | 2,656 | 2,975 | |
| Executive Member for Finance | Toni Mallett | 798 | 610 | 525 | -262 | 362 | -20 | 205 | 5 | 1,890 | 333 | |
| Executive Member for Health & Social Services | Bob Harris | 845 | 1,811 | 1,050 | 187 | 1,775 | - | 650 | - | 4,320 | 1,998 | |
| Executive Member for Housing | Isidoros Diakides | 348 | 1,156 | 90 | 324 | 110 | 348 | 215 | 27 | 763 | 1,855 | |
| Executive Member for Organisational Development & Performance | Dhiren Basu | 358 | 217 | 236 | - | 244 | - | 293 | - | 1,131 | 217 | |
| TOTAL | | 6,558 | 7,674 | 5,540 | 1,135 | 2,818 | 383 | 3,924 | -8 | 18,839 | 9,184 | |