

NOTICE OF MEETING

Overview and Scrutiny Committee

MONDAY, 21ST NOVEMBER, 2005 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bevan, J Brown, Bull (Chair), Davies, Dawson, Harris (Deputy Chair) and Winskill

Co-Optees: Bill Aulsberry, Sheila Berkery-Smith, Christendai Bhagwandeem, Lance Haward and Indu Shukla

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 below. New items of exempt business will be dealt with at item 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. MINUTES

To confirm and sign the minutes of the meeting of the Overview & Scrutiny Committee held on 8 November 2005

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. HEALTH BUDGET SCRUTINY

(Report of the Head of Finance, Haringey Teaching Primary Care Trust) To update Members on the financial planning process and to consider the pre business plan reviews for the HTPCT

7. FINANCE PORTFOLIO BUDGET SCRUTINY (PAGES 1 - 8)

(Report of the Director of Finance) To update Members on the financial planning process and to consider the pre business plan reviews for the following business units: Benefits & Local Taxation, Corporate Finance, Corporate Procurement, Property Services

8. HEALTH & SOCIAL SERVICES PORTFOLIO BUDGET SCRUTINY (PAGES 9 - 28)

Report of the Director of Social Services & Director of Finance) To update Members on the financial planning process and to consider the pre business plan reviews for the following business units: Adult Services, Older People's Services

9. ORGANISATIONAL DEVELOPMENT & PERFORMANCE PORTFOLIO BUDGET SCRUTINY (PAGES 29 - 54)

(Report of the Assistant Chief Executive (Organisational Development) & Director of Finance) To update Members on the financial planning process and to consider the pre business plan reviews for the following business units: Corporate IT, Legal, Organisational Development

10. SCRUTINY REVIEW PROCESS (PAGES 55 - 72)

(Report of the Head of Legal Services and Head of Improvement & Performance & Scrutiny) – To consider the procedure to be followed in the event of a dispute between the Overview & Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

11. OVERVIEW & SCRUTINY MEMBER REQUESTS (PAGES 73 - 76)

12. NEW ITEMS OF URGENT BUSINESS

Yuniea Semambo
Head of Member Services

Giancarlo Laura
Principal Support Officer (Council)

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| | |
|------------------------------|--|
| Report title: | Budget scrutiny - Pre business plan review documents |
| Report of: | The 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: <ul style="list-style-type: none"> •Benefits & Local Taxation •Corporate Finance •Corporate Procurement •Property Services |
| 2. Recommendations | |
| 2.1 | To note the latest financial planning position as set out in the report. |
| 2.2 | To consider the pre-business plan review documents, in particular the new savings and investment proposals, for the purposes of the budget process. |
| Report authorised by: | |
| | Andrew Travers Director of Finance |

| | | |
|--|------------------------------|------------------------|
| Contact officer: | Name Frances Palopoli | Gerald Almeroth |
| Telephone: | 020 8489 3896 | 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 Director of Finance to the Executive 5 July 2005 – Financial planning 2006/7 to 2008/9• Report of the Director of Finance to the Overview & Scrutiny Committee 25 July 2005 – Budget Scrutiny• Report of the Director of Finance to the Executive 1 November – Financial planning 2006/7 to 2008/9 (including the detailed PBPR documents) | | |
| For access to the background papers or any further information please contact Gerald Almeroth on 020 8489 3743. | | |

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6 Background

6.1 The Council has an agreed five-year financial strategy covering the period to 2008/09. The issues to be considered as that strategy is updated leading up to budget-setting for 2006/07 were set out in a paper to the Executive on 5 July 2005. For the most part, this confirmed the decisions already taken as part of the existing strategy. A further report was considered by the Executive on 1 November 2005 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered.

6.2 The overall position at 1 November 2005 is as follows:

| | 2006/07 | 2007/08 | 2008/09 |
|---|-------------|-------------|-------------|
| | £m | £m | £m |
| Budget gap/(surplus) b/fwd | 0 | 0 | 0 |
| Inclusion of 2008/09 in financial planning – inflation, capital financing and estimated resources | 0 | 0 | 2.25 |
| Increase in waste disposal costs | 0 | 0 | 0.50 |
| Revenue implications of investment fund items in 2005/06 | 0.24 | 0.25 | 0 |
| Increase in pension contributions | 0 | 0 | 1.05 |
| Position at 5 July 2005 | 0.24 | 0.25 | 3.80 |
| Other changes and variations | 0 | 0 | 0 |
| Budget gap 1 November 2005 | 0.24 | 0.25 | 3.80 |
| LBH council tax £ | 1,095 | 1,122 | 1,150 |
| LBH increase % | 2.5 | 2.5 | 2.5 |
| GLA council tax £ | 274 | 295 | 317 |
| GLA increase % | 7.5 | 7.5 | 7.5 |
| Total council tax £ | 1,369 | 1,416 | 1,467 |
| Total increase % | 3.5 | 3.5 | 3.5 |

6.3 The above position does not at this stage reflect any budget savings or investment proposals beyond those already agreed. The overall funding gap over the three-year planning period is £4.3m.

6.4 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 excluded from this process. These savings opportunities will be needed to fund any budget gap resulting from the level of Council Tax increase that is eventually agreed, 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;
- identify efficiency savings 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 process for the 2006/07 budget was improved in respect of three key areas:

- Value for money – the documents make specific reference to demonstrating value for money in services, which is a new key part of the CPA process;
- a new section to capture ‘non-cashable’ efficiency savings;
- a section to review the impact of previous years investment proposals.

7.3 The reviews have now been prepared in conjunction with Executive Members and are released for scrutiny.

7.4 To assist members in the scrutiny process we have attached to this report in appendix 1 extracts of the PBPRs by business unit in respect of new proposals:

- section 13 – new capital investment proposals;
- section 14 – new revenue investment proposals;
- section 15 – new cashable efficiency savings.

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

- 7.6 Appendix 2 provides an overview of the 2005/06 budget by business unit across the Council and shows the existing and new proposals to give members a view of the overall scale of the proposals.
- 7.7 The following section in the report summarises the key service issues and objectives by business unit over the planning period.

8 Finance Directorate Issues

- 8.1 The key strategic issues and objectives within the Finance directorate driving revenue growth bids are:-

- Upgrading Comino (EDMS) Document Management system to improve performance and release greater efficiencies. It will also increase customer satisfaction
- Further rollout of mobile working which will support achievement of BVPI157 and the flexible working agenda
- Web based interface to update contractor details on Framework Agreements which will reduce the need for time-intensive manual checks
- Development of e-marketplaces & supplier interactions which will support release of efficiencies in future years
- Support future use of Hornsey Town Hall & Tottenham Town hall as staff are relocated to Wood Green Hub
- Provide a reception facility to administer meeting rooms at 13/27 Station road to improve CPA performance
- Improved co-ordination of compliance of corporate H&S standards in each building

- 8.2 The capital growth bids support maintenance of our buildings:

- Roof & external repairs to 639 & 476 High Road and Hornsey Town Hall
- Electrical and mechanical works to Woodside Hse and Alexandra Hse
- Repair & maintenance of community buildings

- 8.3 It is aimed to realise savings from various parts of the directorate. This will not only make the business more efficient but will improve our Value for Money score in CPA. Savings will be both cashable and non-cashable, the later largely levered through BPR initiatives and improved use of IT. Key savings identified are:

- Improved collection of benefit overpayment which will also improve BVPI scores
- Electronic delivery of service to improve speed of processing
- Improved processing quality which reduces repeat processing and queries
- Reduced use of agency staff
- Reduction in sickness levels
- Further reduction in external audit fees
- Improved payment performance as part of the realisation of SAP benefits

- Improved efficiency in construction projects
- Operational staff reductions associated with disposal of surplus buildings
- Review of commercial portfolio and releasing of savings from implementation of new Property database
- Time and transport savings as a result of relocation of staff to Wood Green hub

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. Equalities implications

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

12. Use of appendices

12.1 Appendix 1 – extracts from the pre-business plan review documents showing:

- section 13 – new capital investment proposals;
- section 14 – new revenue investment proposals;
- section 15 – new cashable efficiency savings.

12.2 Appendix 2 – summary budget analysis document (2005/06 to 2008/09)

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

| Finance Services | | | | | |
|--------------------------------------|-------------------|---|---------------|------------------|------------------|
| 13. New Capital Investment Proposals | | | | | |
| No: | Business Unit: | Proposed investment (description of scheme/programme line) | 2006/07 £'000 | 2007/08 £'000 | 2008/09 £'000 |
| 1 | Procurement | | - | 0 | 0 |
| Procurement Total | | | - | - | - |
| 2 | Property Services | Roof and external works to 639 High Rd and 476 High Road and others | 200 | 0 | 0 |
| 3 | Property Services | Electrical and mechanical works to Woodside House and Alexandra House and other | 150 | 0 | 0 |
| 4 | Property Services | Hornsey Town Hall - Public Hall roof repair | 157 | 0 | 0 |
| 5 | Property Services | Hornsey Town Hall - Public Hall roof replacement | 572 | 0 | 0 |
| 6 | Property Services | Community Buildings Repair & Maintenance | 250 | 0 | |
| Property Services Total | | | 1,329 | 0 | 0 |
| Grand Total | | | 1,329 | - | - |

| Appendix 1 | |
|---|------|
| Council contribution as a % of overall capital cost | |
| | 100% |
| | 100% |
| | 100% |
| | 100% |
| | 100% |
| | 100% |
| | 100% |
| | |
| | |

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|--|--|------------------------|--|--|
| Report title: | Budget scrutiny - Pre business plan review documents | | | |
| Report of: | The Director of Social Services and Director of Finance | | | |
| Wards affected: | All | | | |
| 5. Purpose | <p>5.1 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"> •Adult Services •Older People's Services | | | |
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| Report authorised by: | <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;">Anne Bristow Director of Social Services</td> <td style="text-align: center; width: 50%;">Andrew Travers Director of Finance</td> </tr> </table> | | Anne Bristow Director of Social Services | Andrew Travers Director of Finance |
| Anne Bristow Director of Social Services | Andrew Travers Director of Finance | | | |
| Contact officer: | Monique Hanjaree | Gerald Almeroth | | |
| Telephone: | 020 8489 3732 | 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.

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

5.1 None

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

13 Social Services

- 8.1 The importance of good, flexible adult social care is assuming greater national priority as more and more people can expect to use services at some point in their lives. Demographic and cultural change means greater demands for social care, and subsequently a need to promote independence and control by moving the current focus of social care from acute to preventative services, designed around the needs of individuals.
- 8.2 Services to Adults and Older People are being delivered against a background of:
- rising numbers of people aged over 65
 - rising numbers of people with dementia
 - rising numbers of people with complex disabilities
 - increased life expectancy of people with disabilities
 - rising expectations for individualised packages of care and more care at home
 - recruitment difficulties in the social care market.
- 5.1 As a result of these the Social Services budget in 2005/06 is experiencing a number of financial pressures and is projected to be overspent by £0.6m as at 30 September 05. The proposals included within the pre-business plan include strategies for dealing with these issues in the forthcoming planning period.
- 5.2 The Social Services General Fund budget in 2005/06 is £44m (net) of which £19m is Older People's Services, £22m Adult Services and £3m funds other Social Services expenditure across both Adults and Older People's Services. In addition community care services to the value of £3.4m is funded by the Housing Revenue Account (HRA). The services funded by the HRA are being dealt with separately as part of the PBPR process for the HRA.
- 8.5 The Council's current four-year financial strategy includes savings targets for Social Services of £1.419m in 2006/07 and £0.283m in 2007/08. These are summarised for each business unit in section 5.3 of the Pre-Business Plan Reviews. The table at 6.2 assumes that these savings will be achieved.
- 5.1 Section 15 of the PBPR documents sets out each business units' proposals for *additional* savings to contribute to both the council's overall funding gap and to fund priority investments across the council. The additional savings identified for Social Services are summarised:

| | 2006/07 £000 | 2007/08 £000 | 2008/09 £000 |
|-------------------------|-----------------|-----------------|-----------------|
| Older People's Services | 0 | 0 | 837 |
| Adult's Services | 0 | 303 | 543 |
| | | | |
| Total | 0 | 303 | 1,380 |

- 8.7 The main priorities and issues for each business unit over the planning period and the implications of these proposals are summarised below.

Older People's Services

- 8.8 A key priority for Older People's Services is the continued implementation of the Community Care strategy, which seeks to implement the government's policy of moving away from residential care to the provision of extended and enhanced community care alternatives. The proposed investments to support this strategy are detailed at section 14 of the plan and include:

- Investment in day services linked to the developments at Osborne Grove and the Hornsey central hospital
- Expanding preventative services for vulnerable older people
- Maintaining the market position for nursing beds
- Supporting the community care strategy with a one off investment in residential care.

- 5.1 Older People propose to achieve its savings targets through

- Maximising its income within the guidelines set by the Fairer Charging Policy
- Reconfiguring day services to better meet the diverse needs of Haringey.

Adults Services

- 5.2 Adult Services include services for people with learning disabilities, physical disabilities and mental health problems. All services are working within the Partnership agenda, and further integration with Health is a theme that continues to be developed. A pooled budget exists for the Learning Disabilities assessment and provider services and for the joint equipment store, and further pooling arrangements are being considered. There are a number of pressures in these areas within both the Local Authority and the PCT that will need to be carefully managed as part of this process.

- 5.3 There are a number of known pressures in this budget and these have been built into the PBPR process. The proposed investments to support this strategy are detailed at section 14 of the plan and include:

- Development of an early intervention service in mental health
- Building in additional capacity in mental health services to help to achieve service development targets
- Improving the adaptations service in line with the recommendations of the scrutiny review of the service
- Investing in the physical disabilities service to meet the pressures of increasing costs and numbers of people needing to be supported

It must be recognised that the two mental health revenue investment bids (section 14, numbers 6 and 7, appendix 1) is dependent upon equivalent match funding from the Primary Care Trust.

5.4 The proposed efficiencies for Adult Services continue to develop the objective of reducing dependency on residential care and providing more services in the community. Social services will also review its use of transport in the planning period.

5.5 The Supporting People budget is also located within the Adults Services business unit. This is wholly funded by grant of £22.1m in 2005/06. The government is in the process of reviewing how this grant is allocated and it is likely that the grant will be reduced in future years. Strategies are being developed to manage the implications of these changes over the planning period.

9 Grants

9.1 The Government has indicated two new specific grants from 2006/07 within the national resources for Social Services that will be available to assist the strategy. At this stage it is unclear what the allocation to Haringey will be. The new grants will be:

- Assistive Technology – a new ring fenced grant for piloting new financial incentives across health and social care that promote cost effective preventative services for Older People
- Prevention Pilots – a non ring-fenced grant to stimulate the provision of smart alarm and other preventative technology services to vulnerable older people

10 Capital Investment

10.1 The supported capital expenditure (Revenue) SCE(R) to fund Social Services capital programme in 2005/06 is £143k. The allocation for 2006/07 likely to be at the same level and is already fully committed to fund schemes within the current programme for Social Services. The programme is supplemented by specific funding through

- Ringfenced SCE(R) for mental health
- Ringfenced SCE (R) for AIDS/HIV
- Improving Information Management Grant.

The indications are that these funding sources will remain at current levels over the next two years up to 2007/08. An additional grant from 2006/07 will be available for Extra Care Housing.

11 The Adaptations Service

5.1 The Scrutiny and Review Committee undertook a wide-ranging review of the council's adaptations service in 2005. The review identified significant performance issues in terms of the end to end process from assessment through referral and delivery and shortfalls in resources available to achieve

improvement in performance. The review also identified a backlog of referrals that had not been assessed.

- 5.2 In responding to the recommendations of Scrutiny, the Executive on 14th June 2005 decided that the recommendations of the Scrutiny Review of the Adaptations Service be accepted in general. The Executive agreed that approval be granted in principle to the establishment of a single 'end to end' adaptations service to be led by the Social Services Directorate. Additional one-off resources of £320k were agreed by the Executive to help with the pressures on the service in this financial year.
- 5.3 Recent government announcements on changes to the regime for supported capital expenditure (SCE) indicate that the council will lose £2.249m that currently supports the adaptations programmes for both council and private sector housing. Current performance is in the 3rd quartile. A loss of resources will be detrimental even to this level of performance. Members will need to consider the implications on performance of a significantly reduced budget.
- 5.4 Plans are being developed across the Social Services, Housing and Environment Directorates to develop a single end to end process for this service. The resourcing implications are being dealt with as part of this process.

5 Consultation

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

6 Summary and conclusions

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

7 Comments of the Head of Legal Services

The head of Legal Services has read this report and has no specific legal comment to make.

8 Equalities implications

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

9 Use of appendices

- 5.1 Appendix 1 – extracts from the pre-business plan review documents showing:
- section 13 – new capital investment proposals;
 - section 14 – new revenue investment proposals;
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12.1 Pre-business plan review documents (circulated separately)

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| Social Services | | | | | | | | | |
|--------------------------------------|---------------------|--|---|--|------------------------|------------------------|------------------------|----------------|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| | <i>Older People</i> | <i>(a)</i> | | Revenue Investment | | | | | |
| 1 | Older People | 1. Costs of the double-running of the Community Care Strategy | Objective 1 | The underlying pressure on the Commissioning budget is significant, however a large proportion of this is being managed by a number of initiatives involving potentially re-profiling the Residential Strategy, looking at the provision of respite care and streamlining market management. However, the cost of the delaying effect of the Judicial Review, which was understandably not anticipated within the strategy, is over 500k. This is a one-off cost which cannot be managed within current cash limits. | 500 | -500 | 0 | 0 | 0 |
| 2 | Older People | 2. Nursing Care inflation | Objectives 1 and 2 | Above inflationary increases in care home fees for people with high levels of dependency in order to maintain current provision and secure new placements as required. | 250 | 0 | 0 | 0 | 0 |
| 3 | Older People | 3. Handyperson Project @ Metropolitan Care and Repair. The various aspects of this project chime well with the Council's cleaner, greener approach and an emphasis on community safety | Objective 1 and 4 | Following the Government's Green Paper, Social Services will be taking a more proactive approach to preventative working. Such organisations provide an invaluable service in helping vulnerable people with repairs, gardening, safety in the home etc. There is great potential for these services to expand, thereby ensuring that older people receive preventative services to help them remain healthy and safe. We would anticipate reduced referrals to Social Services for care packages. | 100 | 0 | 0 | 0 | 0 |
| 4 | Older People | 5. Staffing and set-up costs for Hornsey Central day-centre | Objective 1 | The Council gave in-principle agreement in 2001/02 to work with the PCT to develop a day centre for older people with dementia on the site of the old Hornsey Central Hospital. Its development is dependent on the PCT delivering an appropriate building in 2007/08. A jointly agreed brief for the service is being finalised now. When operational, the service will assist in reducing admissions to residential care by supporting people with dementia to remain in the community and therefore will become cost-effective over time. | 0 | 50 | 275 | 0 | 0 |

| Social Services | | | | | | | | | |
|--------------------------------------|----------------|-------------------------------------|---|---|------------------------|------------------------|------------------------|----------------|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
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| 5 | Older People | 4. Osborne day-centre revenue costs | Objective 1 | The completed Osborne Grove care home will have a small day / drop-in centre attached and will share some of the amenities of the home, e.g. the provision of a midday meal. The centre will provide a support service for frail older people and its exact specification is currently being worked up. | 0 | 250 | 0 | 0 | 0 |
| <i>Older People Total</i> | | | | | 850 | (200) | 275 | | |

| Social Services | | | | | | | | | |
|--------------------------------------|----------------|---------------------|---|---|------------------------|------------------------|------------------------|----------------|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 6 | Adults | Mental Health | 1,2 | The development of an Early Intervention Service is a key NSF priority and performance indicator. A proposal for a Haringey Service is being developed. This proposal is to enhance existing services to provide additional psychosocial assessment, treatment and family intervention, and carer support. The service will be closely monitored to evidence its success in treating illness early and therefore achieving better outcomes for the service user and family. The outcomes will be evaluated as to their impact on the use of high-end services jointly with the PCT and MHT. Resources currently committed to existing services (inpatient care, residential care) will be released in 07/08 and 08/09 to fund additional posts in the Early Intervention Service. Training and development provided by the Early Intervention Service to other Mental Health teams and partners (e.g. GP's and Education) will mean that people who develop psychosis will be treated earlier and will have a better clinical outcome as evidenced by the Cochrane 2003 Review. | 100 | 75 | 50 | 0 | 0 |
| 7 | Adults | Mental Health | 1,2 | There are significant Mental Health resources within the Supporting People Sector. Social Services is also a high user of residential care for people with mental health problems. There are difficulties with our current provision due to lack of medium to high support accommodation for people with complex mental health needs. The process of reconfiguration is underway; a formal needs assessment is due for completion by December 2005 and services will be reconfigured in accordance with the findings. However, our interim difficulties mean that the Mental Health Commissioning budget is stretched as the alternatives to residential care for service users with complex needs are in high demand. There are concerns at the current delays for hospital discharge for this service user group. Additional capacity is required to alleviate this problem as an invest to save project. Care packages for the more complex group of service users will ensure more service users are not in hospital inappropriately. | 160 | 150 | 0 | 0 | 0 |

| Social Services | | | | | | | | | |
|--------------------------------------|----------------|-----------------------|---|---|------------------------|------------------------|------------------------|----------------|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 8 | Adults | Mental Health | 0 | Savings will be generated when the reconfiguration of the Supporting People sector begins (April 2006-07) and providers are in place to work more effectively with the higher needs group. There will be an associated decline in the use of residential provision. Our current work enabling service users to move to greater independence will continue. There are also future implications from the strategic outline business case for St Ann's Hospital. In line with our Mental Health Strategy proposals will be developed to re-provide services in the community for service users who are currently living in hospital inappropriately. | | | | | |
| 9 | Adults | Mental Health | 0 | The numbers of inpatient beds at St. Ann's Hospital will change within the next three years. The PCT has put forward the incentive in order for the Mental Health Trust to achieve this target. We are negotiating a redistribution of PCT resources released by this process to support additional care packages for service users in the community on a transitional basis whilst existing community provision is reconfigured. | | | | | |
| 10 | Adults | Aids and Adaptation | 1,2 | Improve adaptation services for all Haringey Residents and significantly reduce the waiting lists as recommended by the scrutiny review in 2004. Funding will be aimed at developing a joined up team across the Social Services, Housing and Environment Directorates and to develop an end to end service. | 0 | 0 | 0 | 0 | 0 |
| 11 | Adults | Physical Disabilities | 0 | Enhance the capacity of the Physical Disabilities Social Work Assessment Service | 120 | 0 | 0 | 0 | 0 |
| 12 | Adults | Physical Disabilities | 0 | Increase the commissioning budget to meet the growing pressures of high residential costs of people who are remaining active for longer. In addition to supporting the strategy of helping severely disabled people to remain at home or within their local communities. Examples of pressures are: 45% of Haringey's population are from B&ME Communities High prevalence of cardiovascular disease and diabetes Greater number of new service users over those leaving the service Improved medical treatment and consequent improved survival rates. Changes in NHS Continuing Care Criteria Changes in Health & Safety Regulations | 400 | 0 | 0 | 0 | 0 |
| Adults Total | | | | | 780 | 225 | 50 | | |
| Grand Total | | | | | 1,630 | 25 | 325 | | |

Appendix 2

Dependencies/ impact

Laing and Buisson research indicates that the "fair fees" for nursing or dementia in 2003/04 for people in London is £620 per week, whereas in 2004/05 we were paying £500 per week. (Ref: http://www.jrf.org.uk/knowledge/findings/social_care/634.asp)

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|-----------------------------|
| Appendix 2 |
| |
| Dependencies/ impact |
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Appendix 2

Dependencies/ impact

These bids are made on the assumption of an up-front commitment of match funding from the Primary Care Trust.

These bids are made on the assumption of an up-front commitment of match funding from the Primary Care Trust.

Appendix 2

Dependencies/ impact

Costs to be identified across three Directorates: Social Services, Housing and Environment. Social Services costs would require an initial uplift to deal with the backlog and future requirements.

| BUDGET PROCESS 2006/07 | | | | | | | | |
|-------------------------------------|----------------------|----|-------------------------|------|-----------------|------|-----------------------|------|
| Social Services | Management & Support | | Older People's Services | | Adults Services | | Total Social Services | |
| | £'000 | % | £'000 | % | £'000 | % | £'000 | % |
| Current Budget 2005/06 | | | | | | | | |
| Employees | 1,571 | | 12,784 | | 12,838 | | 27,193 | |
| Premises | 176 | | 399 | | 212 | | 787 | |
| Transport | 186 | | 585 | | 820 | | 1,591 | |
| Supplies & Services | 379 | | 1,523 | | 1,606 | | 3,508 | |
| Third Party Payments | 157 | | 14,706 | | 45,276 | | 60,139 | |
| Transfer Payments | | | | | 5 | | 5 | |
| Capital financing | 224 | | 373 | | 0 | | 597 | |
| Contingencies | | | (201) | | 220 | | 19 | |
| Total Expenditure | 2,693 | | 30,169 | | 60,977 | | 93,839 | |
| Income | 0 | | (10,882) | | (39,277) | | (50,159) | |
| Net Expenditure / Cash Limit | 2,693 | | 19,287 | | 21,700 | | 43,680 | |
| 2005/06 Target Efficiency Saving | (1) | | (68) | | (36) | | (105) | |
| Revised Net Expenditure | 2,692 | | 19,219 | | 21,664 | | 43,575 | |
| 2006/07 | | | | | | | | |
| <i>Existing</i> | | | | | | | | |
| - Investments | 0 | 0% | (483) | (3%) | 0 | 0% | (483) | (1%) |
| - Savings | (1) | 0% | (958) | (5%) | (461) | (2%) | (1,420) | (3%) |
| | (1) | 0% | (1,441) | (7%) | (461) | (2%) | (1,903) | (4%) |
| <i>Proposed</i> | | | | | | | | |
| - Investments | 0 | | 850 | | 780 | | 1,630 | |
| - Savings | 0 | | 0 | | 0 | | 0 | |
| | 0 | | 850 | | 780 | | 1,630 | |
| Draft Budget 2006/07 | 2,692 | | 18,628 | | 21,983 | | 43,303 | |
| 2007/08 | | | | | | | | |
| <i>Existing</i> | | | | | | | | |
| - Investments | 0 | 0% | (325) | (2%) | 0 | 0% | (325) | (1%) |
| - Savings | 0 | 0% | 325 | 2% | (608) | (3%) | (283) | (1%) |
| | 0 | 0% | 0 | 0% | (608) | (3%) | (608) | (1%) |
| <i>Proposed</i> | | | | | | | | |
| - Investments | 0 | | 300 | | 225 | | 525 | |
| - Savings | 0 | | 0 | | (303) | | (303) | |
| | 0 | | 300 | | (78) | | 222 | |
| Draft Budget 2007/08 | 2,692 | | 18,928 | | 21,297 | | 42,917 | |
| 2008/09 | | | | | | | | |
| <i>Existing</i> | | | | | | | | |
| - Investments | | | | | | | | |
| - Savings | | | | | | | | |
| | 0 | | 0 | | 0 | | 0 | |
| <i>Proposed</i> | | | | | | | | |
| - Investments | 0 | | 275 | | 50 | | 325 | |
| - Savings | 0 | | (837) | | (543) | | (1,380) | |
| | 0 | | (562) | | (493) | | (1,055) | |
| Draft Budget 2008/09 | 2,692 | | 18,366 | | 20,804 | | 41,862 | |

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|------------------------------|---|------------------------|
| Report title: | Budget scrutiny - Pre business plan review documents | |
| Report of: | The Assistant Chief Executives: Access, OD and Strategy | |
| 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"> •Corporate IT •Legal •Organisational Development | |
| 2. Recommendations | <p>2.1 To note the latest financial planning position as set out in the report.</p> <p>2.2 To consider the pre-business plan review documents, in particular the new savings and investment proposals, for the purposes of the budget process.</p> | |
| Report authorised by: | | |
| Contact officer: | Name Frances Palopoli | Gerald Almeroth |
| Telephone: | 020 8489 3896 | 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 Director of Finance to the Executive 5 July 2005 – Financial planning 2006/7 to 2008/9
- Report of the Director of Finance to the Overview & Scrutiny Committee 25 July 2005 – Budget Scrutiny
- Report of the Director of Finance to the Executive 1 November – Financial planning 2006/7 to 2008/9 (including the detailed PBPR documents)

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

6 Background

6.1 The Council has an agreed five-year financial strategy covering the period to 2008/09. The issues to be considered as that strategy is updated leading up to budget-setting for 2006/07 were set out in a paper to the Executive on 5 July 2005. For the most part, this confirmed the decisions already taken as part of the existing strategy. A further report was considered by the Executive on 1 November 2005 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered.

6.2 The overall position at 1 November 2005 is as follows:

| | 2006/07 | 2007/08 | 2008/09 |
|---|-------------|-------------|-------------|
| | £m | £m | £m |
| Budget gap/(surplus) b/fwd | 0 | 0 | 0 |
| Inclusion of 2008/09 in financial planning – inflation, capital financing and estimated resources | 0 | 0 | 2.25 |
| Increase in waste disposal costs | 0 | 0 | 0.50 |
| Revenue implications of investment fund items in 2005/06 | 0.24 | 0.25 | 0 |
| Increase in pension contributions | 0 | 0 | 1.05 |
| Position at 5 July 2005 | 0.24 | 0.25 | 3.80 |
| Other changes and variations | 0 | 0 | 0 |
| Budget gap 1 November 2005 | 0.24 | 0.25 | 3.80 |
| LBH council tax £ | 1,095 | 1,122 | 1,150 |
| LBH increase % | 2.5 | 2.5 | 2.5 |
| GLA council tax £ | 274 | 295 | 317 |
| GLA increase % | 7.5 | 7.5 | 7.5 |
| Total council tax £ | 1,369 | 1,416 | 1,467 |
| Total increase % | 3.5 | 3.5 | 3.5 |

6.3 The above position does not at this stage reflect any budget savings or investment proposals beyond those already agreed. The overall funding gap over the three-year planning period is £4.3m.

6.4 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 excluded from this process. These savings

opportunities will be needed to fund any budget gap resulting from the level of Council Tax increase that is eventually agreed, 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;
- identify efficiency savings 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 process for the 2006/07 budget was improved in respect of three key areas:

- Value for money – the documents make specific reference to demonstrating value for money in services, which is a new key part of the CPA process;
- a new section to capture ‘non-cashable’ efficiency savings;
- a section to review the impact of previous years investment proposals.

7.3 The reviews have now been prepared in conjunction with Executive Members and are released for scrutiny.

7.4 To assist members in the scrutiny process we have attached to this report in appendix 1 extracts of the PBPRs by business unit in respect of new proposals:

- section 13 – new capital investment proposals;
- section 14 – new revenue investment proposals;
- section 15 – new cashable efficiency savings.

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

7.6 Appendix 2 provides an overview of the 2005/06 budget by business unit across the Council and shows the existing and new proposals to give members a view of the overall scale of the proposals.

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

8 Key Directorate Issues

8.1 IT Business Unit

8.2 The key strategic issues and objectives within the IT Business Unit linked to investment are as follows:

- to lead and deliver e-government initiatives as well as improving accessibility to services & information. Capital investment supporting achievement of this includes application integration; data and programme management; SAP; mobile working. Revenue investments include renewal of Microsoft Enterprise agreement; maintenance for Leisure system replacement and staff to support new functions.
- identifying new opportunities for service improvement and efficiency gains such as feasibility and implementation of voice over IP
- support Haringey's change management programme including trialing extended opening hours

Investment will help to achieve new non-cashable efficiencies within IT such as:

- administration of greatly increased mobile phone contracts within existing telephony team
- supporting e-payments and services requests which have lower transaction costs than traditional methods
- introduction of shared IT facilities which improve productivity and reduces maintenance costs

8.3 Organisationl Development Business Units

8.4 Key strategic issues/objectives facing OD:

The Council's OD function continues to focus on improving performance and capacity. This theme is particularly important as we prepare for CPA in 2006/7. The investment proposals relate primarily to service delivery through the better management of workforce resources and therefore to the Council priority achieving excellent services. Examples include revisiting the Council's vision and developing a set of organisational values; attracting, developing and retaining staff; Member learning & development; implementing corporate objective on customer focus; achieving level three of the Equality Standard; and retaining liP. In addition the OD function is leading the Council's preparation for CPA and certain of the investment proposals in the appended PBPR relate directly to the key lines of enquiry that will form the basis of our measurement. In summary the strategic objectives of OD are:

- To build leadership and people management capacity.
- To attract, retain and develop talent in the Council
- To prepare the Council for Comprehensive Performance Assessment
- To deliver an effective Member support service
- To achieve Equality Standard and Race Relations Act targets to schedule.

8.5 Links to savings & investment proposals:

Investments

Member development and learning investment proposals provide a comprehensive range of training activities for elected Members. The efficient functioning of support to Members is the subject of investment proposals concerning the structure and budget of Member Services. Additional resources to support preparation for CPA by focusing on the Key Lines of Enquiry is the subject of the investment proposal for an additional support post. Improving the effectiveness of attracting and deploying staff is the subject of investment proposals on recruitment and redeployment. These also go towards realising efficiencies by reducing payments sometimes made to staff exiting the organisation during periods of change. The effective running of HR services is the subject of investment proposals to correct historic anomalies in the charging arrangements for payroll services. Reviewing the vision and developing values for the Council are a key OD objective supported by the investment of dedicated resources. Improvements to customer focus are the subject of development & learning investment proposals as are proposals on Member/officer development. Investments to support the integration of the Council's work on domestic violence pending the end of NRF funding.

Savings

Reducing the leadership programme, and Council-wide seminars/events will reduce the speed and effectiveness of the current change programme. Sharing the provision of employment processing within and between boroughs will deliver longer term efficiencies at the cost of short term performance and control. Reducing the number and/or amount of Member allowances might impact on the Council's ability to attract and retain Member availability. Reducing the printing budget will require alternative means of accessing agenda, minutes, and other key Council documents such as the Best Value Performance Plan.

8.6 **Legal Services**

Key strategic objectives

Corporate Legal Services

- 8.6.1 To establish a close, effective working relationship with our client services, focussing on and tailored to achieving each individual client service's business objectives and in particular:

Provide advice and support to all front line client departments to assist the council in achieving the key priorities in its Community Strategy

Strengthen the Legal Service enforcement role to support the creation of safer communities and improve the Council's environment.

Assist the Children's Service in building upon improvements and developments already made.

- 8.6.2 In consultation with client departments consider areas of greater income generation through legal action or early settlement negotiations in cases where this could lead to cost savings for the Council.
- 8.6.3 To monitor, collate and present meaningful financial and management information concerning the service, including the recovery of costs.
- 8.6.4 To provide a 'Total Legal Service' to the Council by increasing our capacity to support client departments on large scale projects involving planning, property and contracts, carrying out our own advocacy where possible and maintaining the 'light touch' monitoring of external legal service providers.
- 8.6.5 Protecting the Corporate Interest and maintaining high standards of probity and ethical governance
- 8.6.6 Aim to have recruited permanent staff into 90% of posts by September 06.
- 8.6.7 Consider procurement of a computerised voice recognition /digital dictation system
- 8.6.8 Consider procurement of an electronic library system

Local Land Charges

- 8.6.9 Consider the formation of a Corporate GIS Unit - to incorporate business/budget plans and the need for a corporate strategy and product - incorporating Land Charges LLPG & NLPG
- 8.6.10 Seek and maintain existing market share and search fee income
- 8.6.11 Maintain 100% success in meeting the statutory Performance Indicator of 99% response within 10 working days.

Registrars

- 8.6.12 Continue the computerisation of indexes to maintain the speed and efficiency of the issue of certificates in person and by post.
- 8.6.13 Expanding marriage/ceremonies section: new Approved Premises registered.
- 8.6.14 Improved links with other London Register Officers for training and data sharing.

Accommodate increased workload in the Register Office due to introduction of Civil Partnership Ceremonies in December 2005.

8.7 Key strategic issues - Legal

Corporate Legal Services

Clean Neighbourhoods and Environment Act 2005 - The introduction of this act may lead to an increase in prosecutions for a range of offences in which fixed penalty notices can be issued such as dog fouling, fly tipping and other environmental crimes and advice work

Housing Act 2004 - The increased emphasis on tackling anti social behaviour and the introduction of a rating system for condition of housing may cause upward pressure on level of disrepair cases as housing conditions become more of a topical legal/social issue in the way anti social behaviour is currently. The onus will be on local authorities to tackle this issues as it applies to both the public and private rental sector

There are major employment law implications in the forthcoming legislation on age discrimination and the revisions to Transfer of Undertakings Regulations. Also, the new Disability Discrimination Act places a positive duty on local authorities to eliminate discrimination and promote equality and widens the definition of disability, particularly in the field of mental impairment. This may lead to increased tribunal claims.

The Gambling Act 2005 will create new responsibilities for London Boroughs in granting premises licences, registering small society lotteries and regulating some categories of gaming machines. This will result in increased licensing advice and appeals.

There may an increase in work under The Licensing Act 2003 resulting from the new powers to review a license.

There may be a substantial amount of advice work related to the Planning and Compulsory Purchase Act 2004 and in particular the Local Development Framework and the documents that form part of it.

There has been a substantial increase in planning appeals since last year.

Section 106 agreement's work is increasing, as a result of the regeneration and redevelopment taking place in the borough.

Children Act 2004 - Introduces new powers and duties in relation to the delivery and commissioning of services for children. There may be implications for legal in terms of assisting the client department with restructuring the Children's Service in accordance with the Act and establishing partnership arrangements with other statutory and voluntary agencies.

Adoption and Children Act 2002 - Makes fundamental changes to adoption law and practice as well as having implications for the conduct of care proceedings. In particular, following full implementation in December 2005, the Court will be able to make new kinds of orders in relation to children: placement orders and special guardianship orders. There are also new duties in relation to adoption support. Legal will need to assist the client department with this new work and this may increase the level of work for the team.

Local Land Charges

Market and legislative changes mean the Council may not be able to rely on income from Local and Charges

Registrars

New legislation coming into effect on 05 December 2005 allowing Civil Partnerships to take place. This is an important new income stream but raises issues on space and storage. Provisional appointments made for approximately 50 couples already. Staff training programme underway. Press Office, Equalities and Diversity Unit input continuing to ensure best possible service to our customers. As part of Civil Registration Modernisation Project, the IT specification will need to be upgraded by the Tech Refresh to cope with a new web based system for registration of births and deaths. This is anticipated to take place in March 2006 and will be followed by the issue of Marriage notices and authorities in July 2006

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. Equalities implications
- 11.1 This is considered as part of the individual pre-business plan review documents.
12. Use of appendices
- 12.1 Appendix 1 – extracts from the pre-business plan review documents showing:
 - section 13 – new capital investment proposals;
 - section 14 – new revenue investment proposals;
 - section 15 – new cashable efficiency savings.
- 12.2 Appendix 2 – summary budget analysis document (2005/06 to 2008/09)
- 12.3 Pre-business plan review documents (circulated separately).

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| CES | | | | | | | | | |
|--------------------------------------|-------------------|---|---|---|------------------------|------------------------|------------------------|------------------|------------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 1 | Safer Communities | 5 social workers + admin officer in YOS | 1, 2, 3, 4, 5 | If this NRF is not replaced, then service delivery and performance will be very seriously affected, with statutory work not completed and re-offending will certainly rapidly increase. | 275 | 0 | 0% | 6 | 6 |
| 2 | Safer Communities | Reparation worker in YOS | 1, 2, 3, 4, 5 | If this NRF is not replaced, reparation work will cease, statutory work will not be completed; Better Haringey work will be negatively affected; and re-offending will certainly increase | 40 | On-going | On-going | 1 | 1 |
| 3 | Safer Communities | Accommodation Officer in YOS | 1, 3, 5 | If this Supporting People funding is not continued, accommodation work in YOS will cease, and statutory work not be completed. | 34 | On-going | On-going | 1 | 1 |
| 4 | Safer Communities | On Track | 1, 2, 3, 5 | On Track grant will be cut by 19% each year for next three years. | 53 | 43 | 3500% | 15 | 13 |
| 5 | Safer Communities | Community Safety Provision | 1, 2, 3, 4 | Funds 5 posts in Community Safety Team (Development Co-ordinator, 3 Policy Officers and part of Data Analyst post) | 180 | On-going | On-going | 5 | 5 |
| 6 | Safer Communities | Community Safety Confidence in Crime | 1, 2, 3, 4 | Funds community projects provided by external and voluntary agencies, as part of community consultation/ development. Provides work and resources otherwise not available to CDRP. | 100 | On-going | On-going | N/A | N/A |
| 7 | Safer Communities | Emergency Planning | 1, 2, 3, 4 | Cost of equipping control rooms and table top exercise | 50 | On-going | On-going | N/A | N/A |
| 8 | Safer Communities | IT to increase efficiency of front line staff | 1, 2, 3, 4, 5 | Introduce digital pens to increase efficiency of YOS caseworkers. | 10 | 5 | 5 | To be identified | To be identified |
| Safer Communities Total | | | | | 742 | 48 | 40 | | |

| CES | | | | | | | | | |
|--------------------------------------|----------------------------|---|--|---|------------------------|------------------------|------------------------|---|------------------------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 9 | Strategy | Consultation Toolkit | 1 and all | Will improve the coordination and quality of consultation (Member priority) | 30 | 20 | 10 | None | None |
| 10 | Strategy | Community Strategy | All | Developing coherent CPA proof process for new Community Strategy including events, consultations, research and feedback to participants. | 40 | 0 | 0 | None | None, may be additional post |
| 11 | Strategy | - | 1: engage residents and improve public services | Following agreement at Voluntary Sector Executive Panel Sept 05 (Management of Commercial Property Report) Appointing 1 post to:a. Monitor voluntary sector use of Council buildings as this is an important part of effective asset management b. Work with existing staff to develop and implement evaluation tools to assess impact of new systems of 'core grant' funding because this is a core function of the voluntary grants team. | 35 | 35 | 35 | 1 | 1 |
| 12 | Strategy | Haringey People Magazine Distribution | Under-lies all 5 objectives | Ongoing increased costs of postal distribution | 165 | 165 | 165 | | |
| 13 | Strategy | Strategic Coordination of Good Practice | All | CPA expectation is that strategic policy is developed across partners and based on strong evidence. This investment would enable existing research and community engagement activity to be pulled together and shared with partners.06/07 product would also include gaps analysis research | 60 | 35 | 0 | None | Additional Policy Support |
| 14 | Strategy | Corporate Management of external funding | To purchase software to manage bids and track external funds | CPA – central strong systems and well-managed regeneration activity. | 30 | 20 | 20 | Those who manage bids will need to use new software | none |
| 15 | Strategy | Meeting demand for marketing communications | 1-3 (as on page 1) | Resource injection to meet increasing volume of Communications work to be spent on:Revamp of Harinet (£65k 06/07) and website (£65k 07/08) Additional Internal Communications and PR resources (£40k p.a.) | 105 | 105 | 40 | | |
| Strategy Total | | | | | 465 | 380 | 270 | | |
| 16 | Organisational Development | Employment Files Review - continuation of funding to project completion | 1 | Avoidance of employment issues arising from inadequate employment checks | 50 | 0 | 0 | | |
| 17 | Organisational Development | Removal of inaccurate income budget lines from Payroll & Advice & Consultancy | 1 | Each year a significant amount of time & effort is spent visiting the same two financial anomalies. | 92 | 0 | 0 | | |
| 18 | Organisational Development | Recruitment budget | 1&2 | No corporate advertising takes place. We are possibly the only London borough not to promote itself on this basis & not to operate a central recruitment budget. Continuing R&R pressures could be addressed in part by proactive recruitment activity. We regularly turn down opportunities because we have no recruitment stand, publicity material or funds. | 50 | 0 | 0 | | |
| 19 | Organisational Development | TU time off - removal of wrongly coded saving assumption | | See local mgt issues above | 53 | 0 | 0 | | |
| 20 | Organisational Development | Redeployment officer to implement review of redeployment & reduce retirements- subject to approval of review | | | 50 | 0 | 0 | | |
| 21 | Organisational Development | Correction of schools payroll charge. Two years ago the Council took a decision that the full cost of payroll would not be charged to schools. A gap of £83K exists as a result | | | 83 | 0 | 0 | | |

| CES | | | | | | | | | |
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| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 22 | Organisational Development | Member/Officer Strategy | Improved Services | Linked to Objective 1 in Section 12 | 100 | 60 | 0 | All council managers and senior officers | |

| CES | | | | | | | | | |
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| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 23 | Organisational Development | Customer Focus Strategy | Improved Services | Linked to Objective 2 in Section 12 and CPA | 80 | 60 | 0 | Particularly customer services officers with training implication for all front serving officers | |
| 24 | Organisational Development | Vision and Values consultation development, delivery | Improved Services | Informs all forward programme and cultural changes strategies for the next five years | 40 | 0 | 0 | | |
| 25 | Organisational Development | Roll out SAP Training and Events to Business Units | Improved Services | More efficient data collection; course bookings; management information; self managed Continuous Professional Development portfolios | 50 | 30 | 0 | All Managers | Support Officer in OD&L |
| 26 | Organisational Development | Additional resource within the performance section of Improvement & Performance | 1 - Improved Services | To close the CPA Gap identified under section 9. This is key for our Corporate Assessment. | 30 | 0 | 0 | | 1 |
| 27 | Organisational Development | One-off grant for black voluntary /community groups to celebrate Black History Month | All | Improve Community Cohesion and Race Equality | 10 | 20 | 20 | | |
| 28 | Organisational Development | Implement new legislation (see section 7) | | Meet legal requirements – funding needed for information/publicity and training | 10 | 0 | 0 | | |
| 29 | Organisational Development | Domestic Violence Services (policy work) | | To mainstream DV funding when the next round of NRF funding ceases in 2007/8 | 0 | 0 | 90 | 1.5 | 1.5 |
| Organisational Development Total | | | | | 698 | 170 | 110 | | |

| CES | | | | | | | | | |
|--------------------------------------|-----------------|---|---|--|------------------------|------------------------|------------------------|----------------------|----------------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 30 | Member Services | Funding for Member Learning & Development for 2006-10 administration | ALL | CPA / KLOEs Corporate Priority Political Priority London Chartership accreditation for Haringey's Member Development Strategy Implementation of Member Development programme and Induction Program | 120 | 0 | 0 | 0 | 0 |
| 31 | Member Services | New Member Learning & Development Manager | ALL | Need to improve capacity within business unit for supporting Member Learning & Development programme and joint working with OD to develop improvements for working at the political interface | 50 | 0 | 0 | 1 | 1 |
| 32 | Member Services | Removal of inaccurate income budget lines from Council Team | 1 | Each year a significant amount of time & effort is spent visiting the same two financial anomalies. | 60 | 0 | 0 | 0 | 0 |
| 33 | Member Services | To fund ongoing maintenance, application support and system enhancements | ALL | CPA / KLOE IEG / E-democracy / PSO VFM corporate and political priority The service does not currently have the budget required to fund technical and support requirements of the newly implemented agenda management system | 10 | 0 | 0 | 0 | 0 |
| 34 | Member Services | Contingency for Member Services Review / requirements of new administration | ALL | There may be a number of changes requiring additional funding / resources as a result of the new administration e.g. changing service demands, service structure, etc. | 160 | 0 | 0 | All staff in service | All staff in service |
| Member Services Total | | | | | 400 | 0 | 0 | | |

| CES | | | | | | | | | |
|--------------------------------------|---------------------------|---------------------|---|---|------------------------|------------------------|------------------------|----------------|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| | <i>Corporate IT</i> | <i>(a)</i> | | Revenue Investment | | | | | |
| 35 | Corporate IT | | | Payment of Member broadband monthly charges | 25 | 0 | 0 | | |
| 36 | Corporate IT | | | Following the transfer of the two data centres the existing computer room within Alex Hse needs to be decommissioned and the legacy servers migrated to the new facilities. | 200 | 0 | 0 | | |
| 37 | Corporate IT | | | Additional resources required because of the increase in Data Protection Act subject access requests. See section 3 performance | 50 | 0 | 0 | 1 | 1 |
| 38 | Corporate IT | | | As part of improving services Business Unit managers are beginning to trial extending the opening hours to the public. At present these hours are not supported by the IT Services or by most IT contractors. In addition, there are services that traditionally have provided a 24/7 service (i.e. social workers) that are now dependant upon access to technology. IT Services to carry out a feasibility study to establish individual service requirements with the aim of increasing our current IT support arrangements. | 500 | 150 | 350 | | |
| 39 | Corporate IT | | | The Microsoft Enterprise Agreement signed in 2004 is a 3 year contract, and is due for renewal in March 2007. There will be a shortfall in the revised annual payment for licences that were procured after the agreement was signed in 2004. The costs for these will be included in the annual charge on renewal of the contract. | 50 | 50 | 50 | | |
| 40 | Corporate IT | | | Additional staffing is required for the extra support functions that are arising in the service delivery area due to PSOs and completion of other projects. | 90 | 90 | 90 | 2 | 2 |
| | <i>Corporate IT</i> | <i>(b)</i> | | Revenue implications of capital bids (table 15) | | | | | |
| 41 | Corporate IT | | | Leisure Systems replacement maintenance | 9 | 9 | 9 | | |
| | Corporate IT Total | | | | 924 | 299 | 499 | | |

| CES | | | | | | | | | |
|--------------------------------------|---------------------|--|---|---|--|------------------------|------------------------|---|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 42 | Libraries & Museums | Cultural programmes manager | | Create opportunities for lifelong success | 60 | 0 | 0 | | |
| 43 | Libraries & Museums | Increased running costs for libraries | | Improve services | 50 | 0 | 0 | | |
| Libraries & Museums Total | | | | | 110 | 0 | 0 | | |
| Customer Services (a) | | | | | Revenue Investment | | | | |
| 44 | Customer Services | Freedom of Information staff resources | 1 | To improve performance and to reduce pressure on Directorate Complaints Officers and Service Managers. The Central FOI Team (in Customer Services) would take on: the co-ordination of complex and cross directorate requests. A greater degree of support to service personnel on exemptions, process and progress chasing. | 70 | 70 | 70 | 2 | 2 |
| 45 | Customer Services | CSMs – refurb of CSCs | 1 | To undertake a planned programme of small refurbishments (carpets, soft furnishings and redecoration). | 100 | 50 | 50 | | |
| Customer Services (b) | | | | | Revenue implications of capital bids (table 13) | | | | |
| 46 | Customer Services | Voice Recording System | | Maintenance of software | 10 | 10 | 10 | | |
| Customer Services Total | | | | | 180 | 130 | 130 | | |
| 47 | Legal Services | Provision for reduced income in Local Land Charges | | Both the depressed property market and the competition from personal search agencies has led to a continuation of income shortfall in Local Land Charges estimated at 133K. Other corporate work has been taken on; the team only consists of 4 staff so there is currently no spare capacity. It is necessary to have a reduced income target for 2006/07. | 133 | 0 | 0 | LLC Staff | 4 |
| Legal Services Total | | | | | 133 | 0 | 0 | | |
| CES Neighbourhood (a) | | | | | Revenue Investment | | | | |
| 48 | Neighbourhood | Broadwater Farm Community Centre | | Narrowing the Gap The Community Centre | 216 | 225 | 234 | This funds staff and running costs at the centre | all |
| 49 | Neighbourhood | Roll out the seven new areas for NM based on Area Assembly boundaries. | | Better, greener & safer communities Pump priming investment required to launch the Neighbourhood Management Forward Strategy | 350 | 0 | 0 | This funding is requested to support staff in embedding developments and improvements in the new areas- as they drive forward area based working. | All |
| Neighbourhood (b) | | | | | Revenue implications of capital bids (table 13) | | | | |

| CES | | | | | | | | | |
|--------------------------------------|----------------|--|---|--|------------------------|------------------------|------------------------|----------------|----------------|
| 14. New Revenue Investment Proposals | | | | | | | | | |
| No: | Business Unit: | Proposed Investment | Linked to Community Strategy Objectives (1-5) | Justification (linked to Section A and B) and planned impact | 06/07 over 05/06 £'000 | 07/08 over 06/07 £'000 | 08/09 over 07/08 £'000 | Staff affected | Posts affected |
| 50 | Neighbourhood | There are no adverse revenue implications for Tottenham Green Workshops since project managers are in place. Should the project be funded then this will enable the Council to secure income since this will improve this LBH workspace and enable it to be rented out. The capital funding for Stoneleigh will be managed by existing staff so there are no adverse revenue implications. The improvements will bring additional revenue as the car parks are improved. | | | | | | | |
| Neighbourhood Total | | | | | 566 | 225 | 234 | | |
| Grand Total | | | | | 4,218 | 1,252 | 1,283 | | |

Appendix 2

Dependencies/ impact

Performance and London-wide reputation of CDRP and youth justice agencies will be very seriously impacted.

Performance and London-wide reputation of CDRP, Better Haringey and youth justice agencies will be seriously impacted.

Performance and London-wide reputation of CDRP, Supporting People and youth justice agencies will be seriously impacted.

National targets for On Track not achieved, after-school, weekend and school holiday provision to reduce youth crime not available, resulting in increasing in youth crime.

Performance and London-wide reputation of CDRP will be very seriously impacted.

Performance of CDRP (community confidence) will be seriously affected. Reputation and relationships with community organisations/groups would be lost.

Statutory requirements, therefore essential work.

Use of new technology to introduce more effective use of staff.

Appendix 2

Dependencies/ impact

System to help embed improved consultation processes

Resources, staff/fees, publicity, venues, printing

Property Services need to be supported in assessing voluntary and community organisations governance and service delivery so they can better manage their building portfolio

Corporate effort required

Timescale based on a business process that has proven longer in practise + CRB turnaround averaging 7/8 weeks rather than 2/3 anticipated = duration of project likely to be longer

Accurate budget

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|-----------------------------|
| Appendix 2 |
| Dependencies/ impact |
| Local Democracy |

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| Appendix 2 |
| Dependencies/ impact |
| Corporate Customer Services lead and Customer Services |
| All forward programme initiatives and partner arrangements |
| All Business Units |
| Resource could be identified from within Strategy or Neighbourhoods |
| To improve community cohesion in the communities |
| To improve our capacity to implement new legislation |
| The NRF funding (currently 80K) constitutes a significant part of DV funding (total 110k) - the council provides a match funding of 30k. |
| |

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| Appendix 2 |
| Dependencies/ impact |
| Base budget of £100K per year for Member Learning & development (MLD). Implementation of Member & Learning Development Program London Charter Accreditation Member Officer relations Work with OD on political interface |
| Post holder will be responsible for management of MLD budget and implementation of programme, delivering sessions and working with Head of Service and OD on development of political interface strategy |
| Accurate budget |
| All members The public All staff with links to the democratic process If funding was not agreed there would not be sufficient monies in place to funding in place within the service and running costs would have to be met elsewhere within the Council |
| All members All member services staff Will enable new structure, any required changes as a result of the new administration to be implemented successfully |
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| Appendix 2 |
| Dependencies/ impact |
| |
| Ongoing costs |
| One Off |
| Ongoing costs |
| Support the business community to deliver services via increased opening times |
| This assumes Enterprise Agreement will be renewed. |
| SLAs will not be met |
| |
| Ongoing |
| |

Appendix 2

Dependencies/ impact

FOI response PI Information Commissioner investigations

To maintain a clean, comfortable and welcoming environment for customers that they will respect and care for.

Maintenance of system and continued usability

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|-----------------------------|
| Appendix 2 |
| Dependencies/ impact |
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Overview and Scrutiny Committee on 21 November 2005

Report Title: **Overview and Scrutiny Procedure Rules**

Report of: **The Monitoring Officer and the Head of Improvement Performance & Scrutiny**

Wards(s) affected: **All**

Report for: **Recommendation to General Purposes Committee**

1. Purpose

1.1 To consider the procedure to be followed in the event of a dispute between the Overview and Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

2. Recommendations

2.1 That the Committee support a proposed amendment to the Procedure Rules to the effect that full Council will retain the final decision in the event of a dispute between the Overview and Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

2.2 That this proposal and the other text changes, as set out in the Appendix to this report, be referred to the General Purposes Committee with a recommendation that they be supported as amendments to Part 1.2 of the Council's Constitution

Report Authorised by:

Davina Fiore – Head of Legal Services and Monitoring Officer

Eve Pelekanos – Head of Improvement Performance and Scrutiny

Contact Officer: Trevor Cripps – Overview and Scrutiny Manager x 6922

trevor.cripps@haringey.gov.uk

3. Executive Summary

3.1 The General Purposes Committee has expressed a concern about the proposals, approved by the Overview and Scrutiny Committee on 29 September, to leave The Executive, rather than full Council, as the final decision-maker on recommendations from Scrutiny Reviews. This report proposes that full Council will retain the right to make the final decision in the event of a dispute between The Executive and the Overview and Scrutiny Committee.

4. Local Government (Access to Information) Act 1985

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

Reports on Overview and Scrutiny Reforms to (i) the Overview and Scrutiny Committee on 29 September 2005 and (ii) the General Purposes Committee on 24 October 2005.

5. Background

5.1 At the meeting of the Overview and Scrutiny Committee (OSC) on 29 September 2005, Members agreed a recommendation that The Executive should be the final arbiter for all Scrutiny Review recommendations made by OSC on matters falling within The Executive's terms of reference. This would eliminate the need for reports on such recommendations to be considered by full Council.

5.2 OSC also agreed other changes to speed up the process of agreeing, implementing and monitoring the recommendations of Scrutiny Reviews.

5.3 At its meeting on 24 October the General Purposes Committee considered a report on this matter. Members expressed a concern about the proposal to leave The Executive as final decision-maker in circumstances where a significant dispute had arisen with OSC about its recommendations on a Scrutiny Review. Members of General Purposes asked that this point, specifically, be reported back to OSC with a request to re-consider.

6. Description

6.1 The revised proposal on this point is set out in the Appendix to this report at page 3 and paragraph 1 (c) (x). The recommended amendment to Part I.2 of the Constitution is printed in capitals and underlined for clarity and to distinguish this text change from other amendments, previously approved in principle by Members, which are shown in lower case italics and underlined.

6.2 The revised proposal reads "In the event that The Executive does not accept any recommendation in the final report from the Overview and Scrutiny Committee, the Chair of the Overview & Scrutiny Committee has the right to require that the matter in dispute shall be reported to the next available meeting of full Council for determination."

6.3 At paragraph 1 (d) provision has been made for retaining the role of full Council as final arbiter on recommendations by OSC arising from Scrutiny Reviews of matters within the terms of reference of non-executive or regulatory Committees. In such cases, the report endorsed by OSC, the “responding report” and the implementation action plan would be considered by the relevant non-executive body before it made its recommendations to full Council. In practice, Scrutiny Reviews on non-executive or regulatory matters are likely to be far less frequent than in the case of “executive” functions.

6.4 Following consultation with Members, it is now proposed not to include the holding of joint press launches to publicise The Executive’s decisions on scrutiny recommendations. Accordingly, this has been removed from the recommended text changes in the Appendix to this report.

7. Recommendations

7.1 That the Committee support a proposed amendment to the Procedure Rules to the effect that full Council will retain the final decision in the event of a dispute between the Overview and Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

7.2 That this proposal and the other text changes, as set out in the Appendix to this report, be referred to the General Purposes Committee with a recommendation that they be supported as amendments to Part 1.2 of the Council’s Constitution.

8. Comments of the Director of Finance

8.1 There are no financial implications directly as a result of this report. All commissioned scrutiny reviews may have individual financial implications which will be contained in the individual report.

9. Comments of the Head of Legal Services

9.1 It is a matter for local choice whether Overview and Scrutiny Committees make reports and recommendations to full Council or The Executive. In the event of dispute between The Executive and the Overview and Scrutiny Committee, the underlying purpose of Scrutiny Review is best served by retaining the role of full Council as arbiter.

10. Equalities Implications

10.1 None directly as a result of this report.

11. Use of Appendices / Tables / Photographs

11.1 The Appendix to this report sets out the revised amendments recommended to Part 1.2 of the Council’s Constitution.

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APPENDIX

[the words recommended for deletion are shown struck through and the words recommended for addition or insertion are shown in italics, or in capitals, and are underlined]

Part I.2

Overview and Scrutiny Procedure Rules

1. The arrangements for Overview and Scrutiny

- (a) The Council will have one Overview and Scrutiny Committee, which will have responsibility for all overview and scrutiny functions on behalf of the Council.
- (b) The terms of reference of the Overview and Scrutiny Committee will be:
- (i) the performance of all overview and scrutiny functions ~~on behalf of the~~
~~———— Council;~~
 - (ii) the commission and appointment of such Scrutiny Review Panels as it considers appropriate, with membership that reflects the political balance of the Council, ~~to fulfil these overview and scrutiny functions;~~
 - (iii) to decide and amend the terms of reference of all scrutiny reviews;
 - (iv) to receive reports from the Leader at *the earliest convenience* ~~its first meeting~~ after each annual council meeting on 'the state of the borough', the Executive's priorities for the coming year, and its performance in the previous year;
 - (v) to receive reports from local National Health Service bodies on the state of health services and public health in the borough area;
 - (vi) to monitor the Executive's Forward Plan to ensure that appropriate decisions are discussed;
 - (vii) to receive all appropriate performance management and budget monitoring information;

- (viii) to approve a programme of future overview and scrutiny work so as to ensure that the Overview and Scrutiny Committee's and scrutiny panels' time is effectively and efficiently utilised;
 - (ix) to consider all requests for call-in and decide whether to call-in a decision, how it should be considered and whether to refer the decision to the Executive or to Council;
 - (x) to ensure that referrals from Overview and Scrutiny Committee to the Executive either by way of report or call-in are managed efficiently;
 - (xi) to ensure community and voluntary sector organisations, users of services and others are appropriately involved in giving evidence to relevant scrutiny reviews panels.
- (c) The Overview and Scrutiny Committee may commission a number of Scrutiny Review Panels:
- (i) Scrutiny Review Panels are task orientated, time-limited advisory bodies appointed to examine a specific issue in depth and reporting to the Overview and Scrutiny Committee;
 - (ii) Panels will analyse submissions, request and analyse any additional information, and question the Executive Member(s), relevant Council officers and officers and/or board members of local NHS bodies;
 - (iii) subject to the approval of the Overview and Scrutiny Committee, Scrutiny Review Panels will be able to appoint external advisors and/or to commission specific pieces of research if this is deemed necessary;
 - (iv) Scrutiny Reviews Panels should make every effort to work by consensus; however, in exceptional circumstances Members may submit minority reports;
 - (v) the culmination of a Scrutiny Review Panel's work is the submitting of a report to the Overview and Scrutiny Committee, including key findings, conclusions and recommendations. Exceptionally, where progress has

become protracted or stimulating debate would be helpful, an interim report may be submitted, with the consent of the Chair of the Overview and Scrutiny Committee;

(vi) prior to publication, draft reports will be sent to the relevant Chief Officers or officers of the National Health Service for checking for inaccuracies and the presence of exempt and/or confidential information; Scrutiny Review Panel members will revisit any conclusions drawn from disputed information;

(vii) Following endorsement by the Overview and Scrutiny Committee,
final reports and recommendations will ~~go~~ be presented to the next available Executive meeting. The Executive will note the report and request a responding report from the Chief Executive or Chief Officer and Executive Member responsible. The response is to be available within 6 weeks of the request and will include a detailed tabulated implementation action plan;

(viii) Following endorsement by the Overview and Scrutiny Committee, reports on NHS, non-executive or regulatory matters will be copied to the Executive for information

(ix) On receiving the responding report, the Executive will consider both reports and formally agree their decisions, and the implementation action plan at the next available Executive meeting.

(x) IN THE EVENT THAT THE EXECUTIVE DOES NOT ACCEPT ANY RECOMMENDATION IN THE FINAL REPORT FROM THE OVERVIEW AND SCRUTINY COMMITTEE, THE CHAIR OF THAT COMMITTEE HAS THE RIGHT TO REQUIRE THAT THE MATTER IN DISPUTE SHALL BE REPORTED TO THE NEXT AVAILABLE MEETING OF FULL COUNCIL FOR DETERMINATION.

~~(viii) The scrutiny report and the Executive response will then be submitted together to full Council at the earliest opportunity.~~

(xi) ~~Following agreement of a report and/or recommendations by Council, the appropriate Chief Officer(s) will within three months prepare an action plan for approval by Executive Member(s). The implementation action plan will also be presented to the Overview and Scrutiny Committee who will be invited to monitor its implementation.~~

(xii) After an appropriate period, post implementation, Overview and Scrutiny Committee will carry out a follow up review to determine if the recommendations had the intended outcomes and to measure any improvements.

(d) When Scrutiny Review Panels report on non-executive or regulatory

functions the above rules are adapted as follows;

(i) Paragraphs (c)(i) to (vi) apply;

(ii) Paragraph (c)(vii) applies as if references to the "Executive/Executive meeting" and "Executive Member" were replaced by references to "meeting of /the non-executive body responsible" and its "Chair" as appropriate;

(iii) Paragraph (c)(viii) applies but only in relation to non-executive or regulatory matters;

(iv) Paragraph (c)(ix) will be replaced by this provision - "On receiving the responding report, the non-executive or regulatory body responsible, at its next available meeting, will consider both reports, its proposed response and the implementation action plan and will make recommendations on these to full Council. At the next available meeting full Council will formally agree the response and the implementation action plan."

(v) Paragraph (c) (x) does not apply.

(vi) Paragraphs (c) (xi) and (xii) apply.

- (e) All Overview and Scrutiny meetings shall take place in public (except where exempt or confidential matters are considered).
- (f) The Overview and Scrutiny function should not be seen as an alternative to established disciplinary, audit or complaints mechanisms and should not interfere with or pre-empt their work.

2. Membership of the Overview and Scrutiny Committee and Scrutiny Reviews Panels

- (a) All Councillors (except members of the Executive) may be members of the Overview and Scrutiny Committee, and Scrutiny Review Panels. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.
- (b) Councillors' membership of the Overview and Scrutiny Committee and Scrutiny Review Panels will be in proportion to the representation of different political groups on the Council.

3. Co-optees

- (a) Each scrutiny panel and review shall be entitled to appoint up to three people as non-voting co-optees, in consultation with the Overview and Scrutiny Committee.
- (b) Statutory voting non-Councillor members of Overview and Scrutiny Committee will be paid an allowance in accordance with the Members' Allowances Scheme in Part C.7 of this Constitution.

4. Education representatives

- (a) The Overview and Scrutiny Committee shall include in its membership the following representatives:
- (i) at least one Church of England diocesan representative (voting);
 - (ii) at least one Roman Catholic diocesan representative (voting);
 - (iii) 3 parent governor representatives (voting); and
 - (iv) a representative from the Race Equality Joint Consultative Committee (REJCC) (non-voting).

These voting representatives will be entitled to vote where the Overview and Scrutiny Committee or a Scrutiny Review Panel is considering matters that relate to relevant education functions. If the Overview and Scrutiny Committee is dealing with other matters, these representatives shall not vote on those matters though they may stay in the meeting and speak at the discretion of the Chair. The Overview and Scrutiny Committee will attempt to organise its meetings so that relevant education matters are grouped together.

- (b) Each Scrutiny Review Panel, where the review's terms of reference relate wholly or in part to any education functions that are the responsibility of the Executive, shall include in its membership the following representatives:
- (i) at least one Church of England diocesan representative (voting);
 - (ii) at least one Roman Catholic diocesan representative (voting);
 - (iii) 3 parent governor representatives (voting); and
 - (iv) a representative from the REJCC (non-voting).

If the scrutiny review deals with other matters, these voting representatives shall not vote on those other matters, though they may stay in the meeting and speak at the discretion of the Chair.

5. Meetings of the Overview and Scrutiny Committee, and Scrutiny Reviews Panels

- (a) In addition to ordinary meetings of the Overview and Scrutiny Committee, extraordinary meetings may be called from time to time as and when appropriate. An Overview and Scrutiny Committee meeting may be called by the Chair of the Overview and Scrutiny Committee, by any two members of the Committee or by the proper officer if he/she considers it necessary or appropriate.
- (b) Meetings of Scrutiny Review Panels may be called by the Chair of the Scrutiny Review Panel, by any two members of the panel or by the proper officer if he/she considers it necessary or appropriate.
- (c) The ordinary meeting place for the Overview and Scrutiny Committee and the Scrutiny Review Panels shall be Haringey

Civic Centre, High Road, Wood Green, London, N22 8LE but they may arrange to meet elsewhere whenever they see fit.

6. Quorum

The quorum for the Overview Scrutiny Committee and for each Scrutiny Review panel shall be at least one quarter of its membership and not less than 2 voting members.

7. Chair of the Overview and Scrutiny Committee and Scrutiny Reviews Panels

- (a) The Chair of the Overview and Scrutiny Committee will be appointed by the Council.
- (b) The Chair of the Overview and Scrutiny Committee shall resign with immediate effect if a vote of no confidence is passed by the Overview and Scrutiny Committee.
- (c) Chairs of Scrutiny Review Panels will be drawn from among the Councillors sitting on the Overview and Scrutiny Committee. Subject to this requirement, the Overview and Scrutiny Committee may appoint any person as it considers appropriate as Chair having regard to the objective of cross-party chairing in proportion to the political balance of the Council. The Scrutiny Review Panels shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 16.05 in Part 1.1 of this Constitution.

8. Work programme

Overview and Scrutiny Committee will determine the future scrutiny work programme and will commission task and finish Scrutiny Review Panels to assist it to perform its functions. The Committee will appoint a Chair for each review.

9. Agenda items for the Overview and Scrutiny Committee

- (a) Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the proper officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.

- (b) The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, from the Executive to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to ~~the Council and/or~~ the Executive within an agreed timescale.

10. Policy review and development

- (a) The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in the **Budget and Policy Framework Procedure Rules** in **Part F.3** of this constitution.
- (b) In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee and its Scrutiny Review Panels may make proposals to the Executive for developments insofar as they relate to matters within their terms of reference. The Scrutiny Review Panels must do so via the Overview and Scrutiny Committee.

11. Reports from the Overview and Scrutiny Committee

- (a) Following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will ~~go~~ be presented to the next available Executive meeting. The procedure to be followed is set out in paragraphs 1(c) or 1(d) above, as appropriate. ~~The Executive will note the report and request a responding report from the Chief Executive or Chief Officer and Executive Member responsible, to be available within 6 weeks the request.~~
- ~~(b) On receiving the responding report, the Executive will consider both reports and formally agree their decisions, at the next available Executive meeting~~
- ~~(c) The scrutiny report and the Executive response will then be submitted together to the next meeting of full Council.~~
- ~~(d) Following agreement of a report and/or recommendations by Council, the~~

~~(e) appropriate Chief Officer(s) will within three months prepare an action plan for approval by Executive Member(s). The action plan will also be presented to the Overview and Scrutiny Committee, who will be invited to monitor its implementation.~~

12. Making sure that overview and scrutiny reports are considered by the Executive

- (a) The agenda for Executive meetings (including any meetings of single members) shall include an item entitled 'Issues arising from Scrutiny'. Reports of the Overview and Scrutiny Committee referred to the Executive shall be included at this point in the agenda unless either they have been considered in the context of the Executive's deliberations on a substantive item on the agenda or the Executive gives reasons why they cannot be included and states when they will be considered.
- (b) Where the Overview and Scrutiny Committee prepares a report for consideration by the Executive in relation to a matter where decision making power has been delegated to an individual Executive member, a Committee of the Executive or an Officer, or under Joint Arrangements, then the Overview and Scrutiny Committee will also submit a copy of their report to that individual for consideration, and a copy to the proper officer. If the member, committee, or officer with delegated decision making power does not accept the recommendations of the Overview and Scrutiny Committee, then the body/he/she must then refer the matter to the next appropriate meeting of the Executive for debate before making a decision.

13. Rights and powers of Overview and Scrutiny Committee members

(a) Rights to documents

- (i) In addition to their rights as Councillors, members of the Overview and Scrutiny Committee and Scrutiny Review Panels have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 D.2 of this Constitution.
- (ii) Nothing in this paragraph prevents more detailed liaison between the Executive and the Overview and Scrutiny

Committee and Scrutiny Review Panels as appropriate depending on the particular matter under consideration.

(b) Powers to conduct enquiries

The Overview and Scrutiny Committee and Scrutiny Review Panels may hold enquiries into past performance and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in these processes. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations, within available resources. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so (and Scrutiny Review Panels require the support of the Overview and Scrutiny Committee to do so).

(c) Power to require Members and officers to give account

(i) The Overview and Scrutiny Committee and Scrutiny Review Panels may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions (Review Panels will keep to issues that fall within their terms of reference). As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Executive, the Head of Paid Service and/or any senior officer (at second or third tier), and chief officers of the local National Health Service to attend before it to explain in relation to matters within their remit:

- (A) any particular decision or series of decisions;
- (B) the extent to which the actions taken implement Council policy (or NHS policy, where appropriate); and/or
- (C) their performance.

and it is the duty of those persons to attend if so required. At the discretion of their chief officer, council officers below third tier may attend, usually accompanied by a senior manager. At the discretion of the relevant Chief Executive, other NHS officers may also attend overview and scrutiny meetings.

(ii) Where any member or officer is required to attend the Overview and Scrutiny Committee or Scrutiny Review Panel under this provision, the Chair of that body will inform the member or

proper officer. The proper officer shall inform the member or officer in writing giving at least 10 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Overview and Scrutiny Committee or Scrutiny Review Panel. Where the account to be given to Overview and Scrutiny Committee or Scrutiny Review Panel will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

- (iii) Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee or Scrutiny Review Panel shall in consultation with the member or officer arrange an alternative date for attendance, to take place within a maximum of 10 days from the date of the original request.

14. Attendance by others

The Overview and Scrutiny Committee or Scrutiny Review Panel may invite people other than those people referred to in paragraph 13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and may invite such people to attend. Attendance is optional.

15. Call-in

The call in procedure is dealt with separately in this Part of the Constitution, immediately following the Overview and Scrutiny Procedure Rules.

16. Procedure at Overview and Scrutiny Committee meetings and meetings of the Scrutiny Review Panels.

- (a) The Overview and Scrutiny Committee shall consider the following business as appropriate:
- (i) apologies for absence; ~~minutes of the last meeting~~;

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- (ii) ~~*urgent business; declarations of interest;*~~
 - (iii) ~~*declarations of interest; deputations and petitions;*~~
 - (iv) ~~*minutes of the last meeting; consideration of any matter referred to the Committee for a decision in relation to call in of a decision;*~~
 - (v) ~~*deputations and petitions; responses of the Executive to reports of the Committee; and*~~
 - (vi) ~~*consideration of any matter referred to the Committee for a decision in relation to call in of a decision; the business otherwise set out on the agenda for the meeting.*~~
 - (xi) ~~*responses of the Executive to reports of the Committee;*~~
 - (xii) ~~*responses of the relevant non-executive or regulatory body to reports of the Committee; and*~~
 - (xiii) ~~*the business otherwise set out on the agenda for the meeting.*~~
- (b) A Scrutiny Review Panel shall consider the following business as appropriate:
- (i) minutes of the last meeting;
 - (ii) declarations of interest;
 - (iii) the business otherwise set out on the agenda for the meeting.
- (c) Where the Overview and Scrutiny Committee or Scrutiny Review Panel has asked people to attend to give evidence at meetings, these are to be conducted in accordance with the following principles:
- (i) that the investigation be conducted fairly and all members of the Overview and Scrutiny Committee and Scrutiny

Review Panels be given the opportunity to ask questions of attendees, to contribute and to speak;

- (ii) that those assisting the Overview and Scrutiny Committee or Scrutiny Review Panel by giving evidence be treated with respect and courtesy;
 - (iii) that the investigation be conducted so as to maximise the efficiency of the investigation or analysis; and
 - (iv) that reasonable effort be made to provide appropriate assistance with translation or alternative methods of communication to assist those giving evidence.
- (d) Following any investigation or review, the Overview and Scrutiny Committee or Scrutiny Review Panel shall prepare a report, for submission to the Executive ~~and/or Council~~ or the relevant non-executive or regulatory body, as appropriate, (via the Overview and Scrutiny Committee in the case of a Scrutiny Review Panel) and shall make its report and findings public.

17. Matters within the remit of more than one Scrutiny Review Panel.

Should there be any overlap between the business of any scrutiny reviews, the Overview and Scrutiny Committee is empowered to resolve the issue.

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| O&S Member Requests for Information 2005-06 |
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| Date of O&S Meeting | Councillor Requesting | Request/Action | Contact Officer Responsible | Date Information Received |
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| 02/08/05 | Cllr Winskill | details of what is happening on Hornsey High Street, contact details of the Lead Officer | Regeneration Team | Email request sent to support officer – 12/10/05 |
| 02/08/05 | Cllr Winskill | Statement on what is going on with the redevelopment plans for Hornsey Central Depot and how the land sale is progressing. | Cllr Peter Hillman | Email request sent to support officer – 12/10/05 |
| 02/08/05 | Cllr Winskill | copy of the LBH CD welcoming people to the Borough | Ethnic Minority Achievement Team, Children's Service | No spare copies due to cost issues. Will soon be available on Haringey website |
| 29/09/05 | Cllr Bevan | Clarification of involvement of Housing Services in the Haringey CCTV Strategy | Cllr Isidoros Diakides | Email request sent to support officer – 10/10/05 |
| 29/09/05 | Cllr Bull | Request for O&S members to receive structure chart of Housing Fora | Geoff Turner, Housing | Answer distributed to members 06/10/05 |
| 29/09/05 | Cllr Davies | How much of the 93% of all Council Tax dues recovered this year was done without recourse to legal processes | Gerald Almeroth, Finance | Answer distributed to members 07/11/05 |
| 29/09/05 | Cllr Harris | Can members be given a breakdown of A level grades by school and individual grade percentages | David Holmes, Children's Service | Answer distributed to members 06/10/05 |
| 29/9/05 | Cllr Harris | Can members be given a breakdown of vocational and non-vocational GCSE results by school and individual grade percentages | David Holmes, Children's Service | Email sent to David Holmes – 26/10/05 |

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| 29/9/05 | Cllr Harris | Can members be given a breakdown of English and Maths GCSE grades by school and individual grade percentages | David Holmes, Children's Service | Answer distributed to members 06/10/05 |
| 29/9/05 | Cllr Bevan | <p>Include the following to the scope of SCRUTINY OF ALLOTMENTS</p> <p>Failure of the Council to maintain records of the user / person responsible of every allotment plot. Failure of the Council to ensure a maximum size of shed allowed on each plot and failure to enforce re building of excessive size structures / sheds on allotment plots.</p> | Cllr Dawson, Chair of Scrutiny Panel | Extended scope agreed and added to review |
| 29/09/05 | Cllr Bevan | <p>Include the following to the scope of the SCRUTINY STREET SWEEPING</p> <p>Failure of Accord after the clearance of fly tipping sites to ensure that the area is also swept clean. It is standard practice for Accord to remove bulk but leave the area littered and dirty.</p> | Cllr Dawson, Chair of Scrutiny Panel | Extended scope agreed and added to review |
| 29/09/05 | Cllr Bevan | <p>Include the following to the scope of the SCRUTINY NEIGHBOURHOOD WARDENS</p> <p>To investigate and ensure implementation of the wider powers now available to wardens re enforcement. Particularly concerning the parking of cars on footpaths and the dropping of litter.</p> | Cllr Davies, Chair of Scrutiny Panel | Extended scope agreed and added to review |
| 29/09/05 | Cllr Bull | Comparison of numbers of | Anne Fisher | Answer |

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| | | parking tickets issued in Haringey compared with other areas in the country | | distributed to members 08/11/05 |
| 24/10/05 | O&S Cttee | Can presentation laid round by BEH Mental Health Trust be distributed to members | Deborah Cohen, BEH Mental Health Trust | Answer distributed to members 26/10/05 |
| 24/10/05 | Cllr Winskill | Can O&S members receive a briefing on the plans for Children's Centres in Hornsey in relation to Red Gables | Tim Robertson, Children's Service | Children & Families Service currently preparing report on this for Executive – will be made available to O&S when ready for Executive |
| 24/10/05 | Cllr Davies | How does the figure of £850k collected in debt in year to August 2005 compare with the figure of the previous year | Cllr Sulaiman | Email sent to support officer 26/10/05 |
| 24/10/05 | Cllr Davies | What percentage of debt collection court cases are successful | Cllr Sulaiman | Email sent to support officer 26/10/05 |
| 24/10/05 | Cllr Winskill | What is the global debt figure on Council Tax collection | Cllr Sulaiman | Email sent to support officer 26/10/05 |
| 24/10/05 | Cllr Winskill | Budget: According to Cllr Milner's report to the executive due to be given 1st November, "On capital there is a potential slippage and subsequent additional costs on the Tech refresh project." Please indicate what the original budget was, what the current budget is and how any "potential | Cllr Sulaiman | Email sent to support officer 31/10/05 |

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| | | slippage" will impact on this budget. What are the reasons for changes to the budget? | | |
| 24/10/05 | Cllr Winskill | Members' Tech Refresh: what arrangements have been made to consult with members about their IT requirements? Have assessments been made of individuals': Technical competence Current use of IT Actual and potential need for IT Remedial training requirements Future training requirements Will the new kit be provided to suit individual's needs or on a One Size Fits All basis? | Cllr Sulaiman | Email sent to support officer 31/10/05 |
| 24/10/05 | Cllr Bull | Can members sign a disclaimer so they can modify and use their Haringey PCs for non-Council work, as this would make them a more effective tool? | Cllr Sulaiman | Email sent to support officer 02/11/05 |
| 24/10/05 | Cllr J Brown | Can Cllr Wynne's letter to the Secretary of State for Health be distributed to members? | Cllr Wynne | Answer distributed to members 03/11/05 |