

NOTICE OF MEETING

Overview and Scrutiny Committee

TUESDAY, 8TH NOVEMBER, 2005 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

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

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

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 (PAGES 1 - 16)

To Confirm and sign the minutes of the meetings of the Overview & Scrutiny Committee held on:

- i) 11 October 2005
- ii) 24 October 2005

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. ENVIRONMENT PORTFOLIO BUDGET SCRUTINY (PAGES 17 - 28)

(Report of the Director of Finance & Director of Environmental Services) To update Members on the financial planning process and to consider the pre business plan reviews for the following business units: Streescene business unit, Enforcement business unit, Recreation business unit, PEPPs business unit.

7. HOUSING PORTFOLIO BUDGET SCRUTINY (PAGES 29 - 44)

(Report of the Director of Finance & Director of Housing Services) To update Members on the financial planning process and to consider the pre business plan reviews for the following business units: Strategy and Needs, Housing ALMO Services (HHBS & HMBU)

8. OVERVIEW & SCRUTINY MEMBER REQUESTS (PAGES 45 - 48)

9. NEW ITEMS OF URGENT BUSINESS

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Head of Member Services
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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
11 OCTOBER 2005**

MEMBERS: Councillors *Bull (Chair) *Harris (Vice-Chair), *Bevan, *J Brown, *Davies, Dawson, and *Winskill.

Co-optees: Mr. B. Aulsberry and Mrs. I Shukla (REJCC non-voting Representatives) Mrs. C Bhangwandeem plus 2 Vacancies (parent governors), Ms S. Berkery-Smith and L. Haward (Church Representatives).

* Members Present

SC57. APOLOGIES FOR ABSENCE

Apologies for lateness received from Cllr Brown.

SC58. DECLARATIONS OF INTEREST

Cllr Winskill declared an interest in relation to all items as a Friend of Hornsey Hospital.

SC59. MINUTES: 25 July 2005 and 2 August 2005

The Committee was informed that the minutes for the 29 September 2005 meeting would be ready for the next meeting of the Overview & Scrutiny Committee.

SC60. ANNUAL HEALTH CHECK: HARINGEY TEACHING PRIMARY CARE TRUST (Agenda Item 6)

The Director of Strategy, Performance and Children's Services, Haringey TPCT, gave a power point presentation on the Trust's draft statement of compliance. The criteria on which Trusts are being judged are the Healthcare Commission's core standards. These are broken down into seven domains, with 24 core standards comprising of 74 elements. Each element must be judged to be either compliant, non compliant or lacking in assurance. Three areas were identified as lacking assurance of compliance, these being records management, equity of access and environments. Action plans have been developed or are to be developed to strengthen assurance mechanisms in these areas.

The Committee commented on the difficulty presented by the documents presented before them, and requested that a clear commentary be provided alongside these to enable the Committee to be fully involved in the process. It was noted that funding for two member training sessions had been secured from the Department of Health Scrutiny Programme, and the Trust would be invited to these sessions once organised. The

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issue of patient feedback was raised and the Trust commented that complaints are dealt with individually and then looked at as a whole to identify themes. A small paper would be prepared by the Trust for a future meeting detailing the complaints process.

RESOLVED:

That the new arrangements for the involvement of Local Authority Overview and Scrutiny Committees in the monitoring of core standards be noted.

That the Haringey Teaching Primary Care Trust be informed that whilst the Overview & Scrutiny Committee welcomed the opportunity to consider and comment on the Trust's draft declarations and was keen to do so, it did not feel that it was in a position to comment on the draft declarations at this stage.

The Committee wished to express its concern at the language within the draft declarations, which as a body uninitiated with health authority jargon, it found a barrier to greater understanding. The Committee requested that the bodies use "plain English" in future.

That the Overview and Scrutiny Committee would decide on those areas of the core standards that it wishes to focus on, for the purpose of making comments on the declarations of the respective trusts in due course. It would like to have an ongoing dialogue with the trusts on those areas before submitting its final comments in March 2006.

SC61. ANNUAL HEALTH CHECK – NORTH MIDDLESEX HOSPITAL TRUST (Agenda Item 7)

The Chair of the North Middlesex Hospital Trust gave a power point presentation on the Trust's draft declaration. It was commented that this was the final draft of the declaration and no further paper would be presented before the Committee, so therefore this would be the only document that could be commented upon. Any comments from the Committee must be fed back to the Trust before 25 October 2005. The report detailed seven elements of the Healthcare Commission's core standards for which there was insufficient assurance of compliance. These were: NICE technology appraisals, healthcare organisation governance, staff support, staff training, research governance, patient consent and patient information. The Committee was assured that systems have already or are to be put in place to address these areas.

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There was discussion on issues raised by the report. The issue of patient feedback was discussed, and it was commented that the Trust could gain feedback from patients relatively easily compared to say the HTPCT as all of its patients were in one place. A pilot scheme of instant responses, asking people for feedback as they leave the hospital, has been introduced. The issue of response time to complaints has also been addressed, and national standards are now being met. The Committee commented on the issue of incidence MRSA at the North Middlesex Hospital. The high rates were partly attributed to the reporting of cases where patients had traces of MRSA in their bloodstream rather than just the reporting of patients who were actually ill. New infection control measures have led to MRSA rates dropping dramatically.

RESOLVED:

That the new arrangements for the involvement of Local Authority Overview and Scrutiny Committees in the monitoring of core standards be noted.

That the North Middlesex Hospital Trust be informed that whilst the Overview & Scrutiny Committee welcomed the opportunity to consider and comment on the Trust's draft declarations and was keen to do so, it did not feel that it was in a position to comment on the draft declarations at this stage.

The Committee wished to express its concern at the language within the draft declarations, which as a body uninitiated with health authority jargon, it found a barrier to greater understanding. The Committee requested that the bodies use "plain English" in future.

That the Overview and Scrutiny Committee would decide on those areas of the core standards that it wishes to focus on, for the purpose of making comments on the declarations of the respective trusts in due course. It would like to have an ongoing dialogue with the trusts on those areas before submitting its final comments in March 2006.

SC62. COMMISSIONING A PATIENT LED NHS (Agenda Item 8)

The Chief Executive of Haringey Teaching Primary Care Trust gave an oral briefing on the issues arising from the Department of Health's document "Commissioning a Patient Led NHS". The Government aims to strengthen the commissioning ability of

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primary care trusts and also make savings of £250m nationally by reducing management costs. Currently in London there are 5 strategic health authorities and 32 primary care trusts, which are co-terminus with the boroughs. There has been a proposal for this system to be replaced with be one strategic health authority and five primary care trusts. After discussions with boroughs, a different proposal was drawn up which aimed to meet the £250m figure by rationalising and sharing back office functions while retaining the current primary care trust framework.

There was a discussion on the issues raised, and the Committee expressed concerns over the impact of the potential new primary care trust structure on local partnership working. The Haringey TPCT would need to make £1m worth of savings from back office functions to make the second option viable. The areas affected would primarily be human resources, recruitment and payroll. External audit will be put in place to ensure that a new layer of bureaucracy will not replace the one removed to make the savings.

RESOLVED:

That the Committee noted the report and that the comments of the Committee on the proposed reorganisation of the Strategic Health Authorities and Primary Care Trusts be passed onto the Haringey TPCT.

SC63. YOUR HEALTH, YOUR CARE, YOUR SAY (Agenda Item 9)

The Director of Strategy, Performance and Children's Services, Haringey TPCT, informed the Committee of the NHS consultation exercise and the link on the NHS website to the online version of the consultation exercise.

RESOLVED:

That the Committee noted the website link to the online consultation exercise.

SC64. HORNSEY CENTRAL HOSPITAL PLANS (Agenda Item 10)

The Director of Strategy, Performance and Children's Services, Haringey TPCT, gave an oral briefing on the future plans for Hornsey Central Hospital. The plans have been scrutinised to judge if they still offer best value, and also judged against other aspects of the overall plan for healthcare provision in the borough. The scheme in Hornsey still has commitment from the Trust, and the clinical provision proposed originally has been

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protected. The proposed accommodation has been judged to be not offering value for money, and spare space has been identified for rental purposes. The original architects are still engaged, and they will be aiming to work within the original planning guidelines. The HTPCT hope to have stage one of the scheme re-approved in November and completed in the financial year. A meeting will be organised with key stakeholders in November and a full public meeting will take place before Christmas.

Additionally, the Director of Strategy, Performance and Children's Services, Haringey TPCT, reported that a new healthcare facility in Lordship Lane had been approved and will be opened within the next two years.

The Committee welcomed the retention of the clinical element of the original plans in the new proposal. The issue of the approval of the Lordship Lane facility was discussed, and it was commented that this was due to a number of factors, including the relatively small scale and lower cost of the scheme, local area deprivation and the state of the existing facilities. The Lordship Lane scheme was deemed to be of stronger immediate need than Hornsey Hospital. The issue of spare space at Hornsey was raised, and it was commented that the issues around key worker accommodation would be looked at in detail at stage two of the project.

RESOLVED:

That the Committee noted the report, and welcomed the plans for a new healthcare centre in Lordship Lane.

SC65. OVERVIEW & SCRUTINY MEMBER REQUESTS (Agenda Item 11)

There was a brief discussion on the requests listed, and a number were amended and clarified. There was discussion on the following up of requests and it was decided that officers would chase outstanding issues and distribute relevant information to Members.

RESOLVED:

That officers provide progress updates on Member requests to the Committee at each meeting of Overview & Scrutiny Committee.

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SC66. NEW ITEMS OF URGENT BUSINESS (Agenda Item 12)

There were no new items of urgent business.

Notes:

The meeting ended at 21:45HRS

**Councillor Gideon Bull
Chair – Overview & Scrutiny Committee**

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
24 OCTOBER 2005**

MEMBERS: Councillors *Bull (Chair) *Harris (Vice-Chair), *Bevan, *J Brown, *Davies, *Dawson, and *Winskill.

Co-optees: Mr. B. Aulsberry and *Mrs. I Shukla (REJCC non-voting Representatives) Mrs. C Bhangwandeem plus 2 Vacancies (parent governors), Ms S. Berkery-Smith and L. Haward (Church Representatives).

* Members Present

Cllr Harris took the Chair of the meeting in the absence of Cllr Bull.

SC67. APOLOGIES FOR ABSENCE

Apologies for lateness received from Cllr Bevan and Cllr Bull.

SC68. MINUTES: 29 September 2005

RESOLVED:

That the minutes of the 29 September 2005 be confirmed and signed by the Chair subject to the following amendment:

- i) That the first resolution in minute SC50 be amended to reflect the potential for the AEN and SEN funding methodologies status quo to be looked at again should there be any pronouncements from the Secretary of State for Education on the issue.

SC69. EXECUTIVE MEMBER QUESTIONS: The Executive Member for Health & Social Services (Agenda Item 6(i))

Cllr Wynne, the Executive Member for Health & Social Services, briefed the Committee on key issues in the portfolio. The main points highlighted were:

- Key challenges – the main challenges identified for the future were adult social care, following on from recent Government publications, well-being, which is being addressed by a new theme board of the Haringey Strategic Partnership, and the pressures placed on Social Services and voluntary organisations by the increased demand for services from more older people living alone and young people with learning and physical disabilities.
- Mental Health Services – a Mental Health Strategy for the Borough will be formally adopted in December 2005 after a period of consultation. Two examples of the modernisation programme are the establishment of the

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'Therapeutic Network' service and the 684 Centre in Tottenham.

- Learning Disability Services – this area of the service is bidding for Beacon Status under the Valuing People theme. It delivers care to 500 people in the Borough, and has helped to find employment for 20 users due to person-centred planning aided by NRF monies.
- Physical Disability Services – last year's Scrutiny Review of Adaptations really worked and has produced real improvements in this area. Substantial cash injections will be further considered by the Executive for the service, and the Director of Social Services has established a corporate working group to create new service delivery arrangements.
- Older People's Services – the Community Care Strategy has delivered change, specifically refurbishment works at Cranwood and Broadwater Lodge, and the rebuilding of a 32 bed respite care home to replace the soon to be demolished Osborne Grove in 2006. The housing management function of Sheltered Housing will be moved into the ALMO, with support functions retained in Social Services.
- Carer's Services – the 2001 Census identified 16,000 informal carers in the Borough, and supporting them is seen as a high priority. The Carer's Centre has now achieved charitable status, and is based temporarily at the Winkfield Centre.

The Executive Member answered a number of questions from the Committee as follows:

Q – How are you responding to the proposal to re-organise the Primary Care Trusts so they are no longer co-terminus with the London Boroughs?

A – I have written to the Secretary of State with my concerns over the potential effect this move would have on partnership working and our wish for there to be co-terminosity as at present. I will provide a copy of the letter to Overview and Scrutiny Committee Members.

Q – When will the work on Cranwood residential site be completed?

A – This should be completed in November 2005.

Q – Has there been any provision for local delivery to support

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the Carer's Centre service?

A – The idea of neighbourhood links has been explored as they can bring benefits, especially as one of the criteria that the CPA will judge the Council on is older people's services.

Q – Have there been any problems encountered in the plans to transfer the sheltered housing management function into the ALMO?

A – No problems have been encountered as yet and none are envisaged. A steady stream of information has been passed on to people in sheltered housing, and there will be a representative on the board preparing the consultation exercise from sheltered housing. The social care element is being retained by the Council.

Q – Will there be any provision for older people on the Hornsey Central Hospital site?

A – The two options faced by the Council were to either upgrade Cranwood or to do the bare minimum to the site and build a new home on the Hornsey Hospital site. The PCT did not want to commit money to the Hornsey proposal as they needed to control their spending, so I decided to upgrade Cranwood. The Hornsey Hospital site proposals can be revisited at a later date.

RESOLVED:

- i) That the Committee's thanks to the Executive Member for attending be noted.
- ii) That the Executive Member's briefing and answers to questions be noted.

At this point, Cllr Bull joined the meeting and took over the Chair from Cllr Harris.

SC70. ANNUAL HEALTH CHECK: WHITTINGTON HOSPITAL TRUST (Agenda Item 9)

The Head of Nursing, Whittington Hospital Trust, gave a brief outline of the Trust's report. Each standard had been allocated to a directorate and they had decided on whether the Trust was compliant. The results were presented to the Trust board to involve non-executive directors in the process. The Trust was found to be non-compliant in one standard, C14a, responding to formal complaints, as the response rate within 20 days was 51% in April to August 2005, compared with the Department of Health

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standard of 85%. Two other standards were found to be lacking assurance of compliance, these being C23, systematic disease prevention programmes and C2, child protection guidelines. The Trust did not believe that these standards were not being met, but it needed to gather more evidence to prove sufficient assurance. The Trust aimed to have sufficient evidence of compliance in time for the final declaration in April 2006.

The Committee discussed the report and raised a number of points. The role of Overview and Scrutiny Committee at this stage of the process was discussed, with it being commented that the Committee was having difficulty in offering input into the process at this stage. It was commented that a process of working together with the health trusts would be established to make the final declaration in April 2006 meaningful. The Committee raised issues surrounding the signage, conditions of the buildings and language provision. It was commented that some of the buildings were being renovated and this had led to some confusion over directions with diversions around the building having to be made. New signage will be put in place when the renovations are complete, and this will reflect the diversity of languages spoken by patients and visitors. The issue of complaints was raised, and it was commented that all complaints that are logged are responded to, but only 51% are currently meeting the 20 day target.

RESOLVED:

That the new arrangements for the involvement of Local Authority Overview and Scrutiny Committees in the monitoring of core standards be noted.

That the Whittington Hospital Trust be informed that whilst the Overview & Scrutiny Committee welcomed the opportunity to consider and comment on the Trust's draft declarations and was keen to do so, it did not feel that it was in a position to comment on the draft declarations at this stage.

The Committee wished to express its concern at the language within the draft declarations, which as a body uninitiated with health authority jargon, it found a barrier to greater understanding. The Committee requested that the bodies use "plain English" in future.

That the Overview and Scrutiny Committee would decide on those areas of the core standards that it wishes to focus on, for the purpose of making comments on the declarations of the respective trusts in due course. It would like to have an ongoing

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dialogue with the trusts on those areas before submitting its final comments in March 2006.

SC71. ANNUAL HEALTH CHECK – BARNET, ENFIELD & HARINGEY MENTAL HEALTH TRUST (Agenda Item 10)

The Deputy Chief Executive of the Barnet, Enfield & Haringey Mental Health Trust gave a brief outline of the Trust's report. The Trust identified two areas of insufficient assurance, these being standards C5a, NICE technology appraisal guidance, and C6, social care group co-operation. One area of potential concern was also identified, this being C21, physical environment, with the problem being that St Ann's Hospital is not fit for purpose. A business case for the redevelopment of St Ann's was being worked on, and there were a number of action plans being implemented to provide sufficient assurance of compliance for standards C5a and C6.

The Committee raised a number of issues in relation to the report. Regarding NICE technology appraisals, it was commented that NICE guidelines represent best practice so trusts have to comply with them. The Trust commented that it aimed to comply by the end of the year. The issue of St Ann's Hospital was raised, and it was commented that two separate dates would be set up for member forums to debate the issue, and all options would be looked at. Following a question from a member of the public, it was commented that any provision for allotments on the site would have to be looked at in the masterplan stage, which will be drawn up once service provision has been settled.

RESOLVED:

That the new arrangements for the involvement of Local Authority Overview and Scrutiny Committees in the monitoring of core standards be noted.

That the Barnet, Enfield & Haringey Mental Health Trust be informed that whilst the Overview & Scrutiny Committee welcomed the opportunity to consider and comment on the Trust's draft declarations and was keen to do so, it did not feel that it was in a position to comment on the draft declarations at this stage.

The Committee wished to express its concern at the language within the draft declarations, which as a body uninitiated with health authority jargon, it found a barrier to greater understanding. The Committee requested that the bodies use

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“plain English” in future.

That the Overview and Scrutiny Committee would decide on those areas of the core standards that it wishes to focus on, for the purpose of making comments on the declarations of the respective trusts in due course. It would like to have an ongoing dialogue with the trusts on those areas before submitting its final comments in March 2006.

SC72. SURE START UPDATE (Agenda Item 7)

The Children's Centres Development Manager presented the report to the Committee. All eleven recommendations of the Scrutiny Review of Sure Start Local Programmes were agreed by the Executive and were being progressed. The two key aspects of the programme are multi-agency working and local parental involvement. The local planning group are overseeing the development of the first 10 Children's Centres, which will be put in place by March 2006. Unlike the Sure Start programme, Children's Centres will cover all children in the borough, as new centres would be opening in areas not covered by the Sure Start programme.

The Committee raised a number of issues in relation to the transition from Sure Start to Children's Centres. The issue of informal parental involvement was raised and it was commented that parents give feedback at fun days and speak to other parents to feedback their views to representatives. The recent negative national evaluation of the Sure Start programme was discussed, and it was commented that local evaluations have shown a better picture than the national evaluation. The issue of Red Gables was raised, and it was commented that Crouch End would receive a Children's Centre and many of the practices of Red Gables would be picked up. It was noted that a short paper would be prepared for members on this subject by the Director of Children's Service, which would also encompass how the Children's Centre project is being explained to parents.

RESOLVED:

That the Committee noted the progress made on implementing recommendations made in Scrutiny Review of local Sure Start Programmes and the progress made in the transition from the Sure Start Programmes to the Children's Centres.

SC73. EXECUTIVE MEMBER QUESTIONS: The Executive Member for Organisational Development and Performance (Agenda Item 6(i))

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Cllr Sulaiman, the Executive Member for Organisational Development and Performance, briefed the Committee on key issues in the portfolio. The main points highlighted were:

- Legal issues – In the year to date to August 2005, £850,000 of debt has been collected and returned to clients. Enforcement action has resulted in fines being successfully levied, and ASBOs taken out on tenants guilty of anti-social actions.
- Improvement and Performance – progress has been made on 73% of indicators in the 'Direction of Travel' self-assessment. The pre-budget review process is being worked on for all departments to ensure value for money and a good rating for the 2006 CPA.
- Personnel – the length of time taken to recruit staff has been reduced by 25%. Occupational health are running a series of employee MOTs and offering advice on healthy living to staff.
- IT – Tech Refresh commenced as planned on September 5th, and by October 21st 1049 users were migrated to the new technical environment. The Members Tech Refresh deployment is scheduled to commence in the week commencing October 31st.

The Executive Member answered a number of questions from the Committee as follows:

Q – What was your number one target when taking on this portfolio?

A – The need to implement a strategic approach and work with other Executive Members to tackle the 'killer PIs'.

Q – In the light of recent Tech Refresh implementation problems, such as spam and multiple emails and the disabling of group lists, do we get value for money on IT spending

A – Value for money can be more accurately assessed at the end of the process when efficiency gains can be measured. The SAP system will allow employees to update their own details on the Council's records and moves towards mobile working will bring time savings. A new stronger spam system has been introduced and the benefits of this should be seen in the coming weeks. A move to web mail should see the group lists re-established as they will be protected from the spam that forced them to be disabled.

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Q – How is it decided which legal cases are pursued in the courts?

A – a case management process makes a judgement based on cases causing most public concern and those that can be won by the Council.

Q – Are there any specific issues that need to be looked at to help housing gain a two star rating?

A – A pre-inspection will look at the strengths and weaknesses of housing services and will cover all aspects, from repairs and rent collection to the process of moving management from the Council to the ALMO.

Q – Will benchmarking lead to an internal market?

A – There will be no internal market, we need to unpick levels of performance to show value for money.

There were a number of further questions that could not be answered at the time, concerning Members' Tech Refresh. Cllr Sulaiman promised to provide answers to all of these questions to Members.

RESOLVED:

- i) That the Committee's thanks to the Executive Member for attending be noted.
- ii) That the Executive Member's briefing and answers to questions be noted.

SC74. SCRUTINY REVIEW OF ESTATE PARKING (Agenda Item 8)

The Chair of the Scrutiny Review, Cllr Bevan, commented on the recommendations of the Review, which covered permits, abandoned and untaxed vehicles and estate CPZs. Cllr Davies commended the report, stating that it tackled an area long in need of scrutiny. The issue of the removal of abandoned and untaxed vehicles was raised, and it was noted that the residents would be notified through area housing fora and consultation documents before any schemes were applied in their estates.

RESOLVED:

- i) That the report of the Estate Parking Scrutiny Review Panel in respect of the review of Estate Parking and the

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- conclusions and recommendations of the review be endorsed; and
- ii) That the report be referred to the Executive for its consideration

SC75. OVERVIEW & SCRUTINY MEMBER REQUESTS (Agenda Item 11)

RESOLVED:

That Members' requests from the meeting of 24 October 2005 be added to the list and an update on progress be provided to the next meeting of the Committee.

SC76. NEW ITEMS OF URGENT BUSINESS (Agenda Item 12)

There were no new items of urgent business.

Notes:

The meeting ended at 22:00HRS

**Councillor Gideon Bull
Chair – Overview & Scrutiny Committee**

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Overview and Scrutiny Committee
On 8 November 2005

Report title:	Budget scrutiny - Pre business plan review documents
Report of:	The Director of Environment and 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"> •Streetscene business unit •Enforcement business unit •Recreation business unit •PEPPs business unit
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:	
	Anne Fisher Director of Environment
	Andrew Travers Director of Finance

Contact officer:	Joanna David	Gerald Almeroth
Telephone:	020 8489 4517	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.		

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 the following 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 Environmental Services Issues

- 8.1 Key strategic issues / objectives / growth and savings are set out below.
- 8.2 Business Units have prepared their plans to focus activity in 2006/07 on addressing key areas of performance improvement that are priorities for the Council and for its residents and which also impact strongly on Haringey's overall reputation and performance under the new corporate performance assessment framework.
- 8.3 The directorate will continue to focus strongly on improving the overall quality and cleanliness of the environment, including the built environment, parks and open spaces. Further improvement to recycling, better consultation and engagement with residents and service users and effective, streamlined enforcement services are also priorities for 2006/07.
- 8.4 There is a longer term need to ensure there is sufficient, high calibre capacity within the Directorate to tackle the issues that are increasingly raised by the Sustainable Communities agenda.
- 8.5 A summary of each business units vision and key objectives and including key themes to be addressed for 2006/07 is included at Appendix A.

9 Streetscene

- 9.1 In Streetscene there are four priority areas for 2006/07: recycling and waste minimisation, improving the cleanliness of the borough, traffic management and parking and improving the condition of roads and road safety.
- 9.2 Streetscene is seeking additional investment in recycling services in Haringey, both to promote participation among residents generally, but also to widen the roll out of the green organic waste collection, currently provided to approximately 50,000 households. The introduction of organic waste collections has had an important impact on the borough's recycling rate which is expected to exceed the 18% end of year target. However, increasing recycling rates continues to be a priority, particularly as councils which fail to meet government targets will be heavily penalised under the new corporate performance assessment framework.
- 9.3 Additional investment is also being sought to support the requirements of new legislation, the Traffic Management Act (TMA). There is a 'killer' performance indicator in the environmental CPA block, which could lead to intervention by the secretary of state to take control of traffic management in the borough. Additional funding for a new network management team, CCTV, systems and equipment will ensure that the Council is able to introduce a new permit scheme for utilities, monitor congestion and expand enforcement of moving traffic offences, all requirements of the TMA.
- 9.4 Streetscene has made significant improvements against the performance indicator which measures overall cleanliness standards in the borough during the current year. However, BV199 is a 'killer' PI in the new CPA and the borough will need to continue to drive up performance in order to match the

pace of improvement elsewhere in the country. Additional resources are being sought to increase the frequency of street sweeping, replace litter bins, create a detritus clean team, introduce timed and Saturday night collections in high streets and fully fund the graffiti removal service.

- 9.5 Road accidents are also a CPA 'killer' PI and funding is sought to continue to fund the team working on school travel plans and walking buses, currently funded from sources that finish in March 06. Capital funds for road safety improvements will enable a swifter response to accident hot spots and higher levels of publicity within the Road Accident Reduction Partnership. In addition to improved street maintenance, revenue is sought for a next day fix service on repairs and capital bids to deliver the Highways Asset Management Plan which include street lighting, roads, pavements, street furniture, gullies and public toilets.

10 Planning, Environmental Policy and Performance

- 10.1 Priorities for Planning, Environmental Policy and Performance (PEPP) are to contribute to successful, sustainable communities, to enhance the overall quality and sustainability of the built environment and to deliver the key sites development programme.
- 10.2 This programme of work is integral to the Community Strategy as well as a critical area of performance within the new CPA. Additional investment would improve the speed and quality of decision making and fund additional planners and planning enforcement posts, a new Design Team and the implementation of e planning and new building control systems. Extra resources would also be used to provide a contingency for appeals against planning decisions.
- 10.3 The business unit also has a statutory responsibility to develop two new policy and planning documents – the Local Development Framework (which replaces the UDP) and the Waste Development Plan.

11 Enforcement

- 11.1 In Enforcement, the three priority areas for 2006/07 are to further strengthen the street enforcement function and reduce anti social behaviour, as well as to expand the out of hours noise service for residents and improve the overall quality of private sector homes in the borough.
- 11.2 The business unit is seeking continuation of the additional one-off funding agreed for 2005/06 to strengthen and streamline the new street enforcement function. Recruitment and training of the new team is now complete and it is anticipated that there will be a significant increase in enforcement activity in key areas such as fly-tipping, litter, skip and bin management, fly posting and graffiti.
- 11.3 Additional resources are also being sought to fund new posts in order to improve the out of hours enforcement service by creating a team able to tackle a wide range of issues including noise nuisance and licensing.

- 11.4 Improving the quality of private sector housing through improved energy and fuel efficiency schemes and ensuring Houses in Multiple Occupation are properly licensed are further objectives for the business unit in 2006/07. Additional resources would be used to fund new posts to strengthen the service. It should be noted that changes to the government funding regime mean a potential reduction in grant for group repair schemes.

12 Recreation

- 12.1 Priorities for Recreation in 2006/07 are to continue to improve the overall quality of its leisure centres, parks and open spaces and to expand use among all sections of the local community. In particular, the business unit will work closely with partners to develop a range of fitness and sports activities aimed at encouraging healthy lifestyles, whilst embracing development work linked to the 2012 Olympics/Paralympics.
- 12.2 Significant progress has been made during 2005/06 to improve leisure and sports facilities in the borough. Capital and revenue investment is now being sought to invest in a substantial programme of parks renewal works, as well as to further improve cleanliness, reduce fear of crime and develop an active lifestyles and sports development programme. In addition, the business unit intends to strengthen and develop environmental outreach work and user engagement and consultation, with a particular focus upon improving the access and use of open space on estates.

13 Savings Targets

- 13.1 The impact of meeting specific savings targets have been identified in individual business plans. The savings proposals put forward have tried to minimise the impact on front line services but the directorate would want to make clear that some proposals that are included may lead to reductions in service.

14 Consultation

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

15 Summary and conclusions

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

16 Equalities implications

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

17 Use of appendices

- 17.1 Appendix A – summary of business units vision and key objectives

- 17.2 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.
- 17.3 Appendix 2 – summary budget analysis document (2005/06 to 2008/09)
- 17.4 Pre-business plan review documents (circulated separately).

Environment Services								Appendix 1	
15. New Cashable Efficiency Savings									
No:	Business Unit:	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Posts affected	Dependencies/ impact
1	Recreation	NNDR Reduction (WHLCS)	Reduce Leisure cost	40	0	0			
2	Recreation	Parks R&M	Maintain satisfaction	30	0	0			Capital approval.
3	Recreation	Increased Allotment Premium charges.	Improved cost	15	15	0			Increased reliance on 3rd party income.
4	Recreation	Lease Finsbury Park Track & Gym	Improved cost	0	20	0	2	2	
5	Recreation	Improved Sports & Leisure utilisation and revenue.		0	0	0	60		
	Recreation Total			85	35	60			
6	Streetscene	Reduction of WC cleaning and maintenance programme	Linked to a roll out of automatic PCs	0	30	30			Capital bid
7	Streetscene	Review and restructure parking charges & number of pay and display machines by 25%		0	0	75	225		Resident dissatisfaction
8	Streetscene	Waste Disposal		0	0	80	20		DEFRA/NLWA actual tonnage base levy
9	Streetscene	Waste Management efficiency savings		0	0	0	50		BVPI 199 BVPI 89
10	Streetscene	Parking Civic Licences		0	0	0	30		Dependant on bid 13.10 for upgrade
11	Streetscene	Sick Absence Management		0	0	42	0		Policy with personnel for dealing with long-term sick; People Plan
12	Streetscene	Other Streetscene efficiency savings		0	0	20	88		Strategy to deliver efficiency to be decided.
	Streetscene Total			0	247	443			

Environment Services								Appendix 1		
15. New Cashable Efficiency Savings										
No:	Business Unit:	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Posts affected	Dependencies/ impact	
13	Planning & Environment	Section 106 cost recovery		0	0	32	0			
14	Planning & Environment	Planning fees increase		0	0	27	30		Difficult to maintain performance and service development following end of PDG	
Planning & Environment Total				0	59	30				
15	Enforcement	Reduction in 4th Team Leader posts as per 5.3.	Will require early savings to be realised to cover redundancy costs. Will allow for development of lead officer posts and contribute to a retention package to raise salary grades.		0	20	56	3	3 Redundancy /redeployment available.	
16	Enforcement	Continuing reduction of legal costs arising from capacity building and use of alternate disposals/FPNs		0	Nil	25	25	Nil	Nil	Improved capacity in Enforcement through training and recruitment
Enforcement Total				0	45	81				
Grand Total				85	386	614				

BUDGET PROCESS 2006/07								
Social Services	Management & Support		Older People's Services		Adults Services		Total Social Services	
Current Budget 2005/06	£'000	%	£'000	%	£'000	%	£'000	%
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		19,219		21,664		43,575	
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		#VALUE!		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		#VALUE!		20,804		41,862	

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Overview and Scrutiny Committee
On 8th November 2005

Report title:	Budget scrutiny - Pre business plan review documents			
Report of:	The Director of Housing and Director of Finance			
Wards affected:	All			
1. Purpose	<p>1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:</p> <ul style="list-style-type: none"> • Strategy and Needs • Housing ALMO Services (HHBS + HMBU) 			
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:	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;">Stephen Clarke Director of Housing</td> <td style="text-align: center; width: 50%;">Andrew Travers Director of Finance</td> </tr> </table>		Stephen Clarke Director of Housing	Andrew Travers Director of Finance
Stephen Clarke Director of Housing	Andrew Travers Director of Finance			
Contact officer:	Name Mike Cameron	Gerald Almeroth		
Telephone:	020 8489 4769	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.

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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 Housing Services Issues

8.1 The key strategic issues and objectives within the housing department driving growth bids are:-

- Creating an ALMO (Homes For Haringey) to attract additional funding
- Improving the departments CPA service block score including obtaining at least a 2* rating for the ALMO
- Reduce numbers of households in temporary accommodation
- Provide more choice within our lettings process
- Improve our emphasis on performance management and strategy
- Increased emphasis on energy efficiency
- Improving the repair service with mobile working solutions
- Invest to save issues, for example the Introduction of swipe cards to reduce future costs
- Improving customer focus and opportunities for involvement
- Ensuring the delivery of service improvement against a background of reducing resources

8.2 Reducing the numbers in temporary accommodation is also an ODPM performance target.

8.3 Capital spending is aimed at:-

- Increasing the numbers of permanent dwellings, thus reducing the numbers in temporary accommodation
- Meeting the Decent Homes Standard
- Carrying out works as per the Adaptations Scrutiny review and BPR project
- Completing other urgent projects such as water pressure works
- Purchase of hand held hardware for the repairs mobile solutions project

8.4 There are new Capital spending pressures within the business unit due to cuts of over £6 million from our Supported Capital Expenditure (SCE), this will have a serious impact on improvement grants, adaptations and the Council home mainstream programme. For the latter, without additional funding beyond MRA and SCE there will be little room for manoeuvre on new starts and we certainly will not be able to continue with the Be++er Haringey estates improvement programme which is currently spending at around £4m in 05/06.

8.5 It is aimed to realise savings from various parts of the business. This will not only make the business more efficient but will improve our Value for Money score in CPA. Savings will be made in:-

- Rationalisation of our temporary accommodation storage arrangements
- Temporary accommodation management from investments in 2003/04
- More cost-effective use of reserve repair contractors
- Improved management of the capacity of our responsive repairs workforce
- Minimising the use of agency staff
- Increasing income generation and collection

- Decrease the turnaround time of void properties
- Improving financial planning and reducing our contingency budget
- Improving the cost effectiveness of the use of staff and systems
- More effective use of Customer Service Centres and closure of housing reception areas
- Introduction of swipe cards
- Streamlined rent procedures
- ALMO implementation team will not be needed in 06-07
- Reducing the cost of temporary accommodation for transfer clients

8.6 Due to the fact that the Housing Revenue Account is ring fenced the above savings and growth that relates to this account will be managed within the constraints of the overall goal to bridge the current gap within this account.

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;
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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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Housing Directorate								
15. New Cashable Efficiency Savings								
No:	Business Unit:	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Posts affected
1	Housing Strategy & Needs	Storage Project	Rationalisation of use of storage for clients possessions. Charges will be levied on clients after initial period	25	25	0	New staff initially	1 post
2	Housing Strategy & Needs	Home Connections	Will deliver central Government objectives	0	0	65	0	0
3	Housing Strategy & Needs	Security guards at Apex House	When Homeless reception closes security guards will no longer be required.	20	0	0	2	2
4	Housing Strategy & Needs	Temporary Accommodation Procurement	Move from Temporary to permanent housing solutions; Development of Private sector solutions.	Can not be quantified.	0	Will not be realised until 07/08	0	0
Housing Strategy & Needs Total				45	25	65		

15. New Cashable Efficiency Savings

No:	Business Unit:	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Posts affected
5	HRA ALMO	Reserve Contractors	Reduce use of reserve contractors by increased efficiency of in-house contractor	300	200	0	0	0
6	HRA ALMO	HHBS Supervision & Management	Lower use of temp & agency staffing	50	50	0	1.5	3
7	HRA ALMO	Dwelling Rents	Improve collection rate from 99% to 99.5%	325	0	0	0	0
8	HRA ALMO	Dwelling Rents	Reduce void rate from 1.5% to 1.25%	70	70	0	0	0
9	HRA ALMO	HRA Contingency	0	250	250	0	0	0
10	HRA ALMO	HM Supervision & Management	Lower use of temp & agency staffing	50	50	0	1.5	3
11	HRA ALMO	Special Services	0	250	0	0	0	0
12	HRA ALMO	Housing Management Efficiency	Reduction in posts	100	0	0	3	3
13	HRA ALMO	In-house team capacity	Reduce capacity to cover only 2005/05 volumes.	0	1184	0	30	30
14	HRA ALMO	Reversal of 2005/06 efficiency savings from Table 5.3	Savings requirements incorporated in other items shown above	(521)	(570)	(80)	0	0

Housing Directorate								
15. New Cashable Efficiency Savings								
No:	Business Unit:	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Posts affected
15	HRA ALMO	Reductions in sickness absence	reduced temp cover	60	30	30	2,1,1	0
16	HRA ALMO	Reduced compensation payments via improved complaints performance & follow up		0	0	0	0	0
17	HRA ALMO	Closure of housing receptions – ground rent		0	0	0	0	0
18	HRA ALMO	Closure of housing receptions – resource		0	75	0	0	0

15. New Cashable Efficiency Savings

No:	Business Unit:	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Posts affected
19	HRA ALMO	Introduction of Swipe Cards for rent collection	0	50	50	0	0	0
20	HRA ALMO	Streamlined rent procedures	0	175	0	0	0	0
21	HRA ALMO	Streamlined Rent Refund procedure	0	3	0	0	0	0
22	HRA ALMO	Move from existing TP structure to proposed ALMO structure	0	20	0	0	0	0
23	HRA ALMO	ALMO Implementation team	0	293	0	0	0	0
24	HRA ALMO	Actions from BV SLA reviews	0	0	0	0	0	0
25	HRA ALMO	Reduction in TA costs for Management Transfer cases	0	140	0	0	0	0
26	HRA ALMO	Improve Management Transfer procedure	0	35	0	0	0	0
27	HRA ALMO	Streamline procedure for transfer cases with rent arrears	0	1	0	0	0	0
	HRA ALMO Total			1,726	1,314	(50)		
	Grand Total			1,771	1,339	15		

Appendix 3
Dependencies/ impact
Dependent on completion of project. Will deliver more effective service.
In the long run will deliver Gershon savings; Exec Brd agreed initial start up costs.
Dependent on homeless reception closing.
Would release Valuation; conveyancing, management staff.

Appendix 3
Dependencies/ impact
Assumes volumes at 2004/05 levels, efficiency increased by use of Optitime
Reduced cover for sickness/vacancies
Depends on improved recovery from increased staff efficiency
Depends on better turnaround in letting & repairs to voids
Will reduce resources available to meet unforeseen demands
Reduced cover for sickness/vacancies
Assumes vacancy rates maintained and savings not recycled
Savings to be found from establishment
Assumes volumes at 2004/05 levels, efficiency increased by use of Optitime
0

Appendix 3
Dependencies/ impact
Save 2 FTE yr 1, then 1 FTE/yr subsequently
As we are only just looking at this now I simply cannot put a figure.
Giving up reception /interview space in HTH, Wood Green & North Tottenham should result in savings? No figure currently available
I believe each customer service team could easily reduce by one if there is no longer a requirement to staff receptions. Suggest we do via natural wastage – in discussion with Jackie.

Appendix 3
Dependencies/ impact
Cheaper transaction charges saves 50k in year 1, then 50k more in year 2, then continuing at 100k
5 FTE staff time saved by using simpler processes while maintaining services
Saving 5 person weeks/year as per SMT 08-06-05
Will redirect the use of perhaps £20,000 of staff time to more productive TP activities. Depends on agreement of new structure. Key savings are reduction of 20 AHF meetings to 0, and 6 HMB meetings to 4 (assume same levels of support needed for RCF)
ICH staffing to be absorbed/redeployed into ALMO structure?
Savings over £1m already budgeted for 2007/08?
No in TA (estimate 200) x 2 (wks saved on TA) x rental saving (ave rent £350)
Estimate 1 FTE post
Estimate of cases with arrears p.a. (120) x 0.5 hrs processing each cases @ £15

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
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	Letter to be sent out by Finance – 3/10/05
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	Email sent to David Holmes – 26/10/05
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

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	Email sent to David Holmes – 26/10/05
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	
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	
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	
29/09/05	Cllr Bull	Comparison of numbers of	Anne Fisher	Email

		parking tickets issued in Haringey compared with other areas in the country		request sent to Director – 10/10/05
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 slippage" will impact on	Cllr Sulaiman	Email sent to support officer 31/10/05

		<p>this budget. What are the reasons for changes to the budget?</p>		
24/10/05	Cllr Winskill	<p>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?</p>	Cllr Sulaiman	<p>Email sent to support officer 31/10/05</p>