

Matter being dealt with by Natalie Cole
Telephone Number 020 8489 2919
Fax 020 8489 2660
Email address Natalie.Cole@haringey.gov.uk

18 November 2009

To: All Members of the Overview & Scrutiny Committee

Dear Member,

Re: Overview & Scrutiny Committee - Budget Scrutiny meeting on 23rd
November 2009

I attach a copy of the following report for the Budget Scrutiny meeting which was not available for public release at the time of collation of the agenda:

**6. BUDGET SCRUTINY - REVIEW OF PRE BUSINESS PLAN REVIEWS
2010/11 TO 2012/13 (PAGES 1 - 80)**

To update Members on the financial planning position and to consider the Pre Business Plan Reviews (PBPR) 2010/11 to 2012/13.

Yours sincerely



Natalie Cole
Principal Committee Coordinator

Budget Scrutiny – Review of Pre Business Plan Reviews 2010/11 to 2012/13

Report of the **Chief Financial Officer and Director of Corporate Resources**

Report authorised by: **Gerald Almeroth, Chief Financial Officer**

Kevin Bartle for C.F.O.

Contact Officer : Kevin Bartle, Head of Corporate Finance

020 8489 3743

kevin.bartle@haringey.gov.uk

Wards(s) affected: **ALL**

Report for: **Non key decision**

1. Purpose of the report

- 1.1 To update Members on the financial planning position and to consider the Pre Business Plan Reviews (PBPR) 2010/11 to 2012/13 in respect of the portfolios for Adult Social Care and Wellbeing, Children and Young People, Community Cohesion and Involvement, Enforcement and Safer Communities, Environment and Conservation, Housing, Leader and Performance, Leisure, Culture and Lifelong Learning, and Resources.

2. Recommendations

- 2.1. To note the latest financial planning position as set out in the report.
- 2.2. To consider and make recommendations to the Cabinet on the Pre-Business Plan Review documents, in particular the new savings and investment proposals. The recommendations of the Overview and Scrutiny Committee will be considered by the Cabinet in agreeing the Council's final budget for 2010/11 to 2012/13.

3. Reason for recommendation(s)

3.1. This is part of the statutory budget making process.

4. Summary

4.1. The report provides an update on the financial planning process and Pre-Business Planning documentation for scrutiny.

5. Background

- 5.1. The Cabinet on 21 July 2009 considered a comprehensive report on financial strategy for the period 2010/11 to 2012/13 and agreed a business planning and budget-setting process. At that time an overall budget gap of £17.1m was reported over the full three year planning period. This assumes the achievement of significant pre-agreed savings proposals in the first two years. The previous planning assumption for Council Tax was an increase of 3.0% in each of the three years. The Local Government grant settlement figure for the first year 2010/11 is known (1.5%) as part of the multi-year settlement 2008/09 to 2010/11. An assumption in the level of grant has been made that provides the new year of 2011/12 with a decrease estimated at 1%, in the light of the current economic conditions and the expected impact on public sector finance. This is a working assumption for planning purposes that is considered to be prudent.
- 5.2. A further report was considered by the Cabinet on 17 November 2009 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered. Attached at Appendix 1 is the budget trail as reported to Cabinet in November.
- 5.3. As part of the pre-business plan review process, targets were set for Directorates to identify potential savings opportunities. The targets took account of the level of savings already identified in current financial plans and previous years. The savings proposals will be required to fund the budget gap identified above and any additional investments that are agreed as part of this budget setting process. The final budget proposals will depend on the level of formula grant received from Government, which is expected to be in line with the currently stated three-year settlement.
- 5.4. The position on capital is also being reviewed currently, in particular bids for capital receipts and other corporate resources. The position for 2010/11 is difficult with an estimated £2m of receipts next year and a significant level of bids. Priority may need to be given to capital bids that deliver revenue savings and / or lever in external funding.

- 5.5 There are a number of asset disposals in later years and overall a prudent assessment of the next three years produces a total figure of £23.4m before adjustments. It is, therefore, proposed to carry out some temporary borrowing for 2010/11 and repay this from future capital receipts in the third year.
- 5.6 Each capital bid has been assessed and appraised as part of the PBPR process and Overview and Scrutiny Committee are asked for their views on the bids made as part of this process. The capital bids are set out in Appendix 3.

6. Pre Business Plan Reviews

- 6.1. Members will recall that the purpose of the PBPR 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 savings and investment opportunities both within and between business units;
 - Support consultation activity with key stakeholders;
 - Support the budget scrutiny process; and
 - Gather information to support a number of planning processes.
- 6.2. The reviews have been prepared in conjunction with relevant Cabinet Members and have been released for scrutiny.
- 6.3. Attached to this report at Appendix 2 are details of the proposed revenue savings and investments including a summary at Portfolio level. Appendix 3 details the capital bids for corporate resources and externally funded projects. The summaries show the proposals over the three year planning period to give Members a view of the overall scale of the proposals.
- 6.4 Members are asked to consider all revenue proposals in relation to 6.1 above.
- 6.5 The following sections of the report summarise the key service issues and objectives and highlight key PBPR proposals over the planning period. These sections are arranged alphabetically by Cabinet Portfolio.

7. ADULT SOCIAL CARE AND WELLBEING

Issues and Budget Proposals

7.1 Adult Social Services continues to develop personalised services, promote independence and re-enablement, and works with partners to achieve more integrated assessment and services for individuals, to meet the Well-being agenda.

7.1.1 Adult Services and Safeguarding & Strategic Services

Key strategic issues for the Service at this time include:

- Continuing to implement the "Putting People First" transformation of the adult social care agenda. No investment bid is submitted as this is funded by specific Government grant;
- Known growth in demand particularly in Learning Disabilities;
- Increasing need for dementia provision;
- Budget significantly supported by Supporting People which is subject to Government imposed reductions;
- Cost pressures in the market; and
- Balancing the need to resource the prevention agenda in the short term with continuing pressure on resources to fund care needs at the high end of eligibility.

Whilst the service is aware of these pressures it is also acutely aware of the financial pressures the Authority is under and therefore has endeavoured to manage these pressures within current budget levels and only submit investment bids for those areas that are harder to contain.

The key investment bids seek to address those pressures that the Service is unable to contain along with growth items to facilitate clients to remain in their homes and therefore reduce the long term impact on Council resources. These total £689k (revenue) and £700k (capital) in 2010/11:

- Additional resources for further demand in Learning Disabilities services due in part to aging carers and increasing needs and the transition of clients from the Children's service;
- Investment in a volunteering initiative in partnership with other agencies; and
- Capital funding to extend the provision of disabled facilities adaptations, in particular for non-council properties. This will be funded in part from the Disabled Facilities Grant, HRA funding and Corporate Resources.

Pre-agreed efficiencies for 2010/11 total £1,276k. Additional proposed efficiencies within the business unit total £180k. These include:

- Savings from case number reductions in the No Recourse to Public Funds team, achieved through improved case management;
- Savings through the realisation of on-going efficiencies within the day care services; and
- Further efficiencies within the contract management function. This affects one post.

8. CHILDREN AND YOUNG PEOPLE

Issues and Budget Proposals – Revenue

- 8.1 Children's Services continues to experience significant pressures both in respect of necessary improvements to and demands upon its safeguarding services.
- 8.2 The demographic pressures, which are the subject of growth proposals, arise both because of increased numbers of children-in-care being identified together with a specific effect from the 'Southwark Judgement' which requires the authority to automatically consider homeless 16 and 17 year olds as vulnerable. Consequent upon the increased demand for Children-in-Care are associated legal costs.
- 8.3 There has also been consideration of the structural changes required within Safeguarding Services necessary to deliver those services in a way that is consistent with addressing the issues set out in the Safeguarding Plan.
- 8.4 The Schools Forum will consider its initial budget strategy report on 10th December and this will contain proposals for the final year of the 2008-11 multi-year funding settlement. These proposals will also recognise the important role that schools play in safeguarding children which have in turn been recognised through changes to the inspection framework including a new limiting judgement for schools where safeguarding is adjudged to be inadequate.
- 8.5 In addition, 2010-11 will see the introduction of the Early Years Single Funding Formula (EYSFF) and the transfer of responsibility for post 16 provision to the Council.
- 8.6 The service has sought to maximise the value of external funding and income and has also reviewed the way in which services are delivered through the Community Development and Leaving Care Teams to ensure that services are provided as efficiently as possible.

Issues and Budget Proposals – Capital

Building Schools for the Future (BSF)

- 8.7 All twelve secondary school investment projects started on site in 2009/10 and are in delivery phase, with 3 projects currently scheduled to reach practical completion

by the end of March 2010. A further 7 projects are scheduled to reach practical completion during 2010/11. Phase 1 of Heartlands High School is scheduled to be completed during the first half of 2010/11, enabling the school to open for its Year 7 intake in September 2010. Phase 2 of Heartlands High School and the Woodside High School BSF projects are scheduled to reach practical completion in 2011/12. Final retention payments will be released 12 months after practical completion subject to satisfactory defect reports, meaning that later BSF projects carry budgets into 2012/13.

- 8.8 Alongside the investment in buildings, investment in refreshed ICT under the fully operational managed service will be completed for those sites handed over, with the move from interim to full service being triggered by completion of the construction works.
- 8.9 The BSF Programme carries contingency to cover the significant risk associated with delivering 12 major construction projects simultaneously. CYPS have engaged ongoing detailed management and review of the BSF contingency and regularly report the position to the BSF Board. Owing to the unpredictable nature of contingency spend, it is expected that a significant amount of contingency will not have had to be spent at the end of the financial year and consequently show as an under spend against budget, which is estimated at the mid point of the year to be circa £5.9m.
- 8.10 The BSF programme is the subject of an investment bid for corporate capital resources of £2,080,000 representing part of its total funding package which has previously been agreed.

Other Capital Investment

- 8.11 Investment through the Primary Capital Programme at Broadwater Farm Integrated Learning Campus, the expansion of Rhodes Avenue to three forms of entry, and the completion of the expansion project at Coleridge School are scheduled to commence on site during 2010/11. In addition, further projects under development in 2009/10 will be commissioned during 2010/11 in order to secure sufficient pupil places for the 2010 intake.
- 8.12 The Children's Centre Phase 3 programme will be largely completed during 2010/11, with major investment projects taking place at Highgate Children's Centre and Rokesley Infant School.
- 8.13 A programme of planned and reactive maintenance, informed by condition surveys will continue to be undertaken, and schools will continue to receive devolved formula capital to support their own projects, or to contribute to wider investment projects undertaken by the Council.
- 8.14 An investment bid for corporate resources has been submitted for £304,000 over the next three years to ensure that carer home environments are suitably adapted

to accommodate children's needs, including special needs as appropriate, and to ensure that a wider variety of local options for the care of vulnerable, special needs and other looked after children is available for use.

- 8.15 In all cases the capital will be used to reduce the overall cost of placements to the authority, for example by enabling family members to accommodate children or by enabling foster carers to take on additional children. Where a home is adapted, the council will protect its investment with a charge on the property.

9. COMMUNITY COHESION AND INVOLVEMENT

Issues and Budget Proposals

9.1 Communications and Consultation

Key Issues to note:

In the future, the CAA will look at outcomes achieved by councils in partnership with their local areas. Communicating with residents in partnership with HSP members about joint working and what it achieves will be key to a successful CAA assessment. The Communications and Consultation team communicates clearly and well with residents, for example the introduction of 'Haringey People' was in response to residents' focus groups wanting more localised information.

Communications also has a role in demonstrating to residents that their views are leading to change. The emerging HSP community Engagement Framework will set the context for our joint communication and consultation work.

The implementation of the actions coming from the value for money review of council communications will help drive efficiencies and will support the "one council" value.

Legislation likely to affect consultation includes the Sustainable Communities Act that will encourage councils to enable community led projects to be developed. Additionally, the requirement to have an e-petition facility available in the near future, along with the requirement for the Council to engage more in participatory budgeting, are areas that Communications and Consultation will be significantly involved with.

Savings

Pre-agreed savings are on track to be delivered from increased advertising revenue and the work on a new print and design model and VFM of the service which are being supported by the Haringey Forward programme. New savings will focus on using IT solutions to deliver services more efficiently.

9.2 Neighbourhood Management and Corporate Voluntary Sector Team (CVST)

Key Issues:

The work of Neighbourhood Management Service is important in supporting the Government's expressed commitment to new forms of local governance, and to the renewed emphasis on local involvement and community participation. The role of neighbourhood management is critical in responding to the Government's empowerment white paper 'Communities in Control' which seeks to set out ways in which communities can have more influence and take more responsibility in their local areas. The outcomes of the white paper; including the CLG's national strategy on participatory budgeting; the review into extending redress for citizens, and the tenant participation compact review all have implications for the way we work with communities.

The LAAs and Government focus on place-shaping; Comprehensive Area Assessments and the new Local Government and Public Health Involvement legislation all place a clear duty for Local Government to involve communities, and have a significant role for Neighbourhood Management service to play. The introduction of Councillor Calls for Action and extension of Scrutiny's role may also impact on Neighbourhood Management.

CVST works to enhance the role of the voluntary and community sector in Haringey and to make sure the relationship between this sector and the Council and its partners are aware of and adhere to legislative and policy requirements. Haringey Compact is not a statutory obligation but is considered to be a measure of best practice when assessing the Authority's relationship with the Third sector. CVST officers provide support, development and promotion of the Compact to partner agencies. The changes in Charity Law and Regulation need to be continually monitored as all voluntary agencies funded through the CVST are registered charities.

Savings

Pre-agreed savings within the CVST are on track to be achieved via a review of current grant allocations. New savings will be delivered from a reduction to the Neighbourhood management team operational budgets not expected to impact on service delivery.

9.3 Customer Services

The Corporate Resources department particularly contributes to the Council priority of delivering excellent customer focused, cost effective services. The key priorities during 2010/11 specifically for Customer Services include:

- Encouraging our customers to communicate with us electronically;

- Reducing the level of avoidable contact we have from residents;
- Implementing the recommendations from the Customer Services strategy; &
- Implementing the SAP CRM strategy.

Savings

The majority of savings proposals relate to the completion of the restructuring of the Business Support and Development Team and the restructure of Customer Services Officers' posts in 2010/11. Other savings include Right first time; channel shift particularly around electronic delivery of parking and benefit claims management and the automation of switchboard services.

9.4 Local Democracy and Member Services

Key strategic issues for Local Democracy & Member services within the Directorate include:-

- Implement initiatives and programmes for working in a political environment;
- Deliver the Member development programme;
- Co-ordinate the roll out and engagement actions to implement the Local Government Public Involvement In Health Act, et al.

Savings

Pre-agreed savings are on track to be delivered via a reshaping of current services and staffing. New savings come from reductions in non-essential running costs with further scoping of how the support service is provided to Members.

10. ENFORCEMENT AND SAFER COMMUNITIES

10.1 Objectives – Planning and Regeneration service

- To deliver Development Management Planning Policies and the Local Development Framework;
- To promote and Implement Planning Enforcement;
- To improve Development Design and Good Environmental Standards;
- To ensure sound Building Control Management and ensuring buildings are well built and increasingly “green”.

New and Pre-Agreed Revenue Savings Proposals

The integration of Planning and Regeneration has now been further developed, with better operational links between planning enforcement and development management helping to create new standard “green building conditions” on all significant new developments. This has also helped ensure more consistent policy

with respect to Major Sites and pilot projects to be set up to look at anti social behaviour and home conversions. The service has responded to the challenge of regulation change and the downturn in income due to the recession and continued to deliver on formal performance targets.

The new year will bring new challenges with further service streamlining to improve customer service and hence there are £50,000 of savings relating to the Planning and Regeneration service, which will be delivered via more efficient use of IT and the result of minor restructuring following the merger of the Planning and Regeneration services. These build on pre-agreed savings from Planning and Regeneration which in many cases also stemmed from the merger along with an associated review of the charging structure for services.

The service will continue to explore future service options and begin to address new government and Council targets for zero carbon homes in 2016 and for non residential buildings in 2019.

Objectives – Front Line Services

- To contribute to the reduction of crime and the fear of crime;
- To contribute to Haringey's regeneration;
- To contribute to the health of Haringey residents;
- To improve customer satisfaction, perception and service performance; and
- To commission and procure excellent and value for money services.

New and Pre-Agreed Revenue Savings Proposals

The savings related to this portfolio from Front Line Services relate to the deletion of a post within the Enforcement area which will save £45,000 where the work associated with this post can now be accommodated within the planned partnership with HSE.

New Investment Proposals

There are no new revenue growth bids in this area.

11. ENVIRONMENT AND CONSERVATION

11.1. The objectives for Frontline services that relate to the Environment and Conservation portfolio are as follows;

- To improve the management of environmental resources (Recycling);
- To promote sustainable and safe travel and reduce congestion;
- To continue to improve cleanliness;
- To improve road condition and street infrastructure;
- To contribute to Haringey's regeneration;

- To contribute to the health of Haringey residents;
- To improve customer satisfaction, perception and service performance;
- To commission and procure excellent and value for money services;

Savings and Investments are put forward with the aim of ensuring these objectives are met whilst delivering the maximum possible savings.

New and Pre-Agreed Revenue Savings Proposals

In order to protect direct service provision all £280,000 of new savings proposed for 2010-11, relate to efficiencies. These include £78,000 from reduction in 2 posts where this work can be absorbed into other roles due to more efficient working practices, £122,000 in spend on costs of support and communications and £80,000 in increased efficiency within the Parking service.

These savings build on £2,109,000 of pre-agreed savings the most significant of which is the £1,165,000 saving to be achieved through the procurement of the new Waste Management and Transport Contract, which is an on-going procurement. The other pre-agreed savings largely relate to the Parking service where savings are largely being generated as a result of prior Investment in the Parking Plan.

There are no new revenue Investment proposals within Front Line Services.

Capital

New Capital Investment is closely related to the objectives of Front Line Services, the objective of improving road condition and street infrastructure is supported by a bid for £6,000,000 for investment on Roads and Pavements resurfacing across 3 years, a bid has also been made for £3,000,000 for Street Lighting and £600,000 for the maintenance of bridges over the three year period.

In order to improve the management of Environmental Resources a further £162,000 is requested to be invested in upgrading containers used for waste and recycling. There is also further Investment in Local Safety Improvements and in the Parking Plan.

12. HOUSING SERVICES

12.1. The objectives for Housing services are as follows;

- To halve the number of homeless households in temporary accommodation, by March 2010, through effective homelessness prevention, smarter working, better partnerships and the provision of a range of housing options;
- To maximise the development of affordable housing, by attracting investment and ensuring effective partnership working, to meet the needs

of residents and help build strong and environmentally sustainable communities;

- To ensure the efficient management and maintenance of the Council's housing stock by developing and delivering a robust client function in respect of Homes for Haringey's finance and performance management arrangements, together with a structured approach to determining and communicating the Council's requirements;
- To tackle homelessness, overcrowding and under occupation by making best use of Haringey's social housing stock, bringing empty homes back into use, encouraging housing mobility, extending and promoting choice based lettings, and removing barriers to the private rented sector; and
- To achieve the continuous improvement of the Strategic and Community Housing Service, ensuring that it is well managed, fit for purpose, customer-centred and provides good value for money.

New and Pre-Agreed Revenue Savings Proposals

The new savings within the Housing Service are a result of the considerable Investment in reducing the numbers in Temporary Accommodation, this has allowed a saving of £125,000 to be identified within staffing and related costs due to the expected decrease in workload as Temporary Accommodation numbers continue to fall. There is also an expected £400,000 saving within the level of bad debt provision required, this should arise both due to a reduction in total levels of income that needs to be collected along with improvements in collection rates.

These savings build on £592,000 of pre-agreed savings which largely relate to reduction in resources required for the Housing Improvement Plan, as well as savings in accommodation costs as the Corporate programme proceeds.

New Investment Proposals

Revenue

New investments within the Housing portfolio also concentrate on reducing the numbers in Temporary Accommodation with resources being devoted to a Rent Deposit Scheme and targeting the process of renewing private sector leases to ensure that secure tenancies are achieved in appropriate properties at best value to the Council.

Capital

Capital Investment is also concentrated on reducing numbers in temporary accommodation with £379,000 targeted towards the hostel de-conversion programme with the aim of turning these properties into self-contained housing units

13. LEADER AND PERFORMANCE

Issues and Budget Proposals

13.1 Policy and Performance – the key issues that will impact on the service are:

National policy: Under the policy headline, 'Building Britain's Future', Government this summer has announced its policy agenda for the coming year. Although the Council is already undertaking many of the objectives, a number of consultations on issues relevant to local government have been launched which may impact upon our work.

Government has also announced its draft legislative programme, some of which may affect the work of the policy team. This includes:

- Energy Bill;
- Flood & Water Management Bill;
- Improving Schools & Safeguarding Children Bill;
- Policing, Crime and Private Security Bill;
- Equality Bill (already introduced into Parliament); and
- Child Poverty Bill (already introduced into Parliament).

The following existing and forthcoming legislation will impact on the work of the Team, although this list is not exhaustive:

- Sustainable Communities Act 2007;
- Local Government and Public Involvement in Health Act; and
- Local Democracy, Economic Development and Construction Bill.

In addition:

- The results of the local and national elections in 2010 will have policy implications for the Council in general, and for the work of the team;
- CAA - support the development of the area assessment self-evaluation; co-ordinate publicity; collate evidence through out the year for the Audit Commission;
- Continued support to developing needs assessment practice throughout the Council and partnership: to possibly lead on the development of the 2010 CYP Needs Assessment; Older People's Needs Assessment; Borough Profile; and
- Preparation for the 2011 census may impact upon the Policy Team.

Implementation of Strategic Management Office

This will involve a restructuring of the team so that there is more joined up working between policy, performance and programme management. The aim is to improve performance challenge and strategy development and implementation.

Savings

The pre-agreed savings are on track and will be delivered following a recent reshaping of staff resources. The new savings will be achieved via the reduction of a post in each of the service improvement and policy teams.

13.2 Legal Services

The key issues facing the Legal Services include: pressure to support client departments in delivering their services in increasingly challenging times. There are particular increases in workloads in supporting Children's Services with regard to safeguarding and supporting the JAR Action Plan.

Savings

The pre-agreed and new savings will be achieved by the delivery of the Legal Services vfm review action plan, the key components of which relate to developing in house advocates and reducing reliance on more expensive external counsel and looking to further exploit IT solutions to drive efficiencies through. Vfm reviews of Local Land Charges and the Registrars Services are planned for the coming year.

13.3 Planning and Regeneration – Objectives:

- To Promote the Development of Major Sites; and
- Creating the Borough's overall Spatial Plan and ensuring that this targets environmental, social and economic Regeneration priorities

New and Pre-Agreed Revenue Savings Proposals

There are no revenue savings relating directly to this area, although the efficiencies identified due to the merger of Planning and Regeneration effectively provide savings across more than one portfolio.

14. LEISURE, CULTURE AND LIFELONG LEARNING

Issues and Budget Proposals

14.1 Recreation Services

The role of the service is integral to both Council and HSP ambitions in relation to:

- Being one of London's greenest boroughs;
- Cleaner, greener, safer;
- Lifetime wellbeing; and
- Customer focused, cost effective services.

The service priorities are detailed below:

- Encouraging Lifetime Wellbeing at home, work, play and learning / Healthier people with a better quality of life;
 - Increasing sport and physical activity participation. NI8 and LAA stretch target;
 - Improving outdoor play facilities provision and supervision. NI199 (new);
 - Engaging and supporting the 2012 Olympic legacy; and
 - Engaging and supporting the Adults 'Personalisation' programme.
- Making Haringey one of London's Greenest Boroughs /Creating a Better Haringey: 'Cleaner, Greener, Safer';
 - Protecting and Improving the Natural Environment. LAA stretch target - Green Flags, Green Pennants and Open Space Satisfaction. NI197 (new):- Biodiversity Duty – active site management.
- Delivering excellent, customer focused, cost effective services /People and Customer focused;
 - Ensuring value for money from our Sports, Parks and Bereavement Services; and
 - Attracting, matching and securing external investment.
- Recreation Services objectives are 'To improve the customer focus, quality and use of our sports facilities, parks and open spaces, cemeteries and crematorium, by working with stakeholders and attracting investment', by:
 - Increasing participation and utilisation, and improving satisfaction across all activities;
 - Protecting and developing disadvantaged access;
 - Planning to redirect subsidy to partnership working;
 - Upgrading existing and creating new facilities, and safeguarding public assets; and
 - Ensuring that recreation is an integral part of regenerating the east of

the Borough.

Budget Proposals

Pre Agreed Revenue Efficiency Savings (2010/11-2011/12) total £425k

- Parks Service reshaping and improved productivity;
- Introduction of sponsorship on small open spaces and parks; and
- Above inflation price increase in Sports and Leisure (2010/11–2011/12).

New Revenue Efficiency Savings Proposals total £70k for 2010/11, including:

- Efficiencies on the building maintenance operations within sport centres; and
- Energy efficiency savings.

These efficiencies have an impact on one post.

- There are no new Revenue Investment Proposals.

Capital Programme Investment Bids (2010/11 – 2012/13):-

- Parks and small open space – Green Flags and Pennants improvement programme;
- Allotments infrastructure improvement programme;
- Tennis Court Refurbishments;
- Play Builder;
- Borough wide Tree Planting programme;
- Strategic sports pitches improvement programme;
- Lordship Recreation Ground restoration programme;
- Enfield Crematorium Burial Village (100% Prudential Borrowing); and
- Leisure Centres strategic renewals programme (10% Prudential Borrowing).

14.2 Culture, Libraries and Learning

The role of the service is integral to both Council and HSP ambitions in relation to :

- Customer focused, cost effective services;
- Lifetime wellbeing;
- Being one of London's greenest boroughs; and
- Promoting independent living while supporting adults and children when needed.

The service priorities are detailed below:

- Delivering excellent, customer focused, cost effective services:
 - Ensuring excellent value for money across Culture, Libraries and

- Learning; and
 - Attracting, securing and, where appropriate, matching external investment.
- Encouraging Lifetime Wellbeing at home, work, play and in learning:
 - Engagement in the arts N19;
 - Engagement in the 2012 Cultural Olympiad; and
 - Engagement in and support of the Adults 'Personalisation' programme.
- Making Haringey one of London's Greenest Boroughs;
 - Protecting and Improving the Natural Environment. Creating gardens around each of the libraries and developing energy efficient buildings
- The aim of the Culture, Libraries and Learning Business Unit is 'To provide cultural and learning opportunities to inspire, educate, create wealth and give immense pleasure to everyone by:
 - Seeking funds in an entrepreneurial manner to support the provision of excellent cultural opportunities, developing cultural partnerships and publicising cultural activities effectively. Developing a cultural strategy for the Borough;
 - Enabling libraries to become community hubs, encouraging reading and learning in our libraries and offering customers a broad range of modern ICT facilities, in order to combat the digital divide and improve computer literacy in our communities;
 - Making available the heritage of the Borough using the artefacts and archives available in our Museums. Taking forward major funding bids for the restoration and development of Bruce Castle;
 - Providing excellent Records Management and Archives Services across The Council. Working with others in The Council to utilise Records Management and Archive Management software and to identify storage solutions for physical records; and
 - To increase and widen participation in learning to meet the education and skills needs of young people, adults and employers. To achieve all HALS targets identified through the Ofsted inspection and to improve the quality of teaching provision.

The provision of the public library service is a statutory requirement and the majority of revenue funds are provided by the local authority, although a variety of small grants are successfully requested by the Business Unit each year. The Adult Learning Service is resourced entirely by external funding largely from the LSC and the Home Office. The Culture Unit again receives no funding allocation from the local authority but has been successful in securing grants and sponsorship from a variety

of organisations.

There were no pre-agreed investments for this business unit. However, there are pre-agreed savings of £266k (2010/11 – 2011/12), including;

- Staffing restructure in Library Reference/Information;
- Further reduction in IT expenditure;
- Community Programmes staff restructure; and
- Extension of use of radio frequency identification booking system.

New savings and efficiencies proposed for financial year 2010/11 total £56k and are achieved through staffing efficiencies, affecting 4 posts.

There are no new revenue investments proposed. Capital investments include the following:

- Muswell Hill Library Development: Land to the rear of the library will be sold to augment funds already allocated for an accessible toilet, a lift to the second floor and repairs to the fabric of the building. This is unlikely to fund the development cost entirely and so funding will be sought from a variety of other funding streams to provide an appropriate level of resource.

15. RESOURCES

Issues and Budget Proposals

15.1 Corporate Resources

The Corporate Resources Directorate particularly contributes to the Council priority of delivering excellent customer focused, cost effective services. The key priorities for the department over the next 3 years include:

- Continuing the drive to automate and streamline services to provide customers with fast, responsive and accurate services that meet their needs;
- Delivering on efficiencies and value for money; and
- Providing reliable support services.

Pre-agreed savings include savings from better procurement such as the planned and reactive maintenance contract, termination of IT leases as we move towards realising the benefits of SAP, people resource savings via structural changes and rationalisation of responsibilities and co-location.

New efficiency savings in the Benefits and Local Taxation service are planned to be delivered by enhanced use of electronic processes such as e-benefits and e-billing and paperless direct debit whilst the recent VFM review in IT will enable

significant savings to be achieved, however a further £100k over and above those will contribute to the Corporate Resources total efficiency savings target.

Property and IT will continue to drive through the smart working and accommodation strategy programme designed to deliver around £1.4m on-going revenue savings over the coming years and provide a modern working environment for employees.

15.2 People and Organisational Development

Key strategic issues for the Human Resources and Organisational Development services within the directorate include:-

- **Readiness for a new Central Government administration and reduced levels of government funding.** This could mean services are decommissioned; job losses; possibly less inspection; services delivered in different ways and through different delivery channels; behavioural change with more scope for people to choose the level of service they want and how much they want to pay for that service.
- **Build management and workforce capacity following recent critical Govt. inspections.** This will require support in attracting and retaining committed and effective staff in key services through a variety of grow our own schemes e.g. children's social work, front line services and ensuring that managers have the skills and knowledge to be effective in their role e.g. targeted Assessment and Development Centres; leadership and cultural change programmes.
- **Encourage improvement and innovation and effective partnership working.** This will require support and communication for a better understanding of strategic commissioning; initiatives such as Total Place; and the challenges and benefits of inter agency working.

Pre Agreed savings and new savings

Savings in HR will be achieved through a major review of the HR service offer for business units whilst those in OD&L will be delivered via an on-going review of the training and development schemes such as graduates, Aiming High and Leadership. These will be delivered in the context of the strategic issues set out above.

16. Head of Legal Services Comments

16.1 The Council is under a statutory duty to set a balanced budget having regard to the report of its Chief Financial Officer as to the robustness of the estimates and the adequacy of proposed financial reserves. This must be preceded by robust and comprehensive financial planning.

17. Equalities & Community Cohesion Comments

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

18. Consultation

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

19. Use of Appendices /Tables

Appendix 1 – Budget Trail

Appendix 2 – Proposed Revenue Savings and Investments

Appendix 3 – Proposed Capital Investments (Corporate Resources and External Funding)

20. Local Government (Access to Information) Act 1985

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

Report of the Chief Financial Officer and Director of Corporate Resources to the Cabinet on 21 July 2009 – Financial Planning 2010/11 to 2012/13;

Report of the Chief Financial Officer and Director of Corporate Resources to the Cabinet on 17 November 2009 – Financial Planning 2010/11 to 2012/13 (including the detailed PBPR documents).

Gross Budget Trail	2010/11 £'000	2011/12 £'000	2012/13 £'000
Budget brought forward	408,833	417,471	428,687
<u>Changes and variations</u>			
Inflation	7,310	8,900	9,300
Changes agreed in previous years budget process	4,850	3,759	
Changes and variations reported 21 July 2009	0	5,116	6,134
Changes and variations in this report (see appendix b)	(3,000)	400	400
<u>Investments</u>			
Up to 2008/09 process	570	(300)	0
2009/10 process	129	54	0
Proposed investment fund		1,000	1,000
	699	754	1,000
<u>Savings</u>			
Up to 2008/09 process	(6,467)		
2009/10 process	(1,316)	(7,130)	
	(7,783)	(7,130)	0
<u>Dedicated schools grant (DSG)</u>			
Passporting of DSG	6,533	6,024	6,692
Prior year adjustment for actual pupil numbers			
	6,533	6,024	6,692
<u>Balances</u>			
Contribution to / (from) balances 2007/08 process	(2,645)		
Contribution to / (from) balances 2008/09 process	696		
Contribution to / (from) balances 2009/10 process	2,000		
Gross Council budget requirement	417,493	435,294	452,213
Less dedicated schools grant (specific grant)	(172,108)	(178,132)	(184,824)
Net Council budget requirement	245,385	257,162	267,389
Funding			
Council tax (see below)	100,738	103,760	106,873
Government revenue support grant & redistributed NNDR	144,625	146,795	148,997
	245,363	250,555	255,870
Resource shortfall/(excess)	22	6,607	11,519
Council tax	£	£	£
Council tax (LBH)	1,184.32	1,219.85	1,256.44
Council tax base (after provision for non-recovery)	85,060	85,060	85,060
Precept	100,738,259	103,760,441	106,872,786
Rate of council tax increase (Haringey element)	0.0%	3.0%	3.0%
GLA rate of council tax increase	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.00	£0.68	£0.70

Resource Shortfall Tracker	2010/11 £'000	2011/12 £'000	2012/13 £'000	Total £'000
Position at end of 2009/10 process	0	0	0	0
<u>Update for 2010/11 process</u>				
- inflation			9,300	9,300
- assumed formula grant increase at current 1.5%			(2,202)	(2,202)
- assumed increase in council tax at 3%			(3,206)	(3,206)
	0	0	3,892	3,892
<u>Changes and variations 21 July 2009</u>				
- pension fund employers contribution		500	1,500	2,000
- estimated formula grant reductions - 1% below 2010/11		3,616	3,634	7,250
- NLWA - waste disposal		1,000	1,000	2,000
	0	5,116	6,134	11,250
<u>Investments</u>				
- new investment fund		1,000	1,000	2,000
Position as at 21 July 2009	0	6,116	11,026	17,142
<u>Changes and variations now reported</u>				
- reduced pay award inflation 2009/10	(1,500)			(1,500)
- reduced pay award inflation 2010/11	(1,500)			(1,500)
- capital financing planned SCE [R]		400	400	800
	(3,000)	400	400	(2,200)
<u>Council Tax</u>				
Proposed freeze on council tax (previously assumed 3%)	3,022	91	93	3,206
Position as at 17 November 2009	22	6,607	11,519	18,148

REVENUE SUMMARY

Portfolio	Councillor	Pre-Agreed Savings 2010/11 - 2012/13		Total New Revenue Savings Proposals		Total Savings Submitted		Pre-Agreed Investments 2010/11 - 2012/13		Total New Revenue Growth Bids		Total Investments Submitted	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care and Wellbeing	Cllr. Dogus	1,399	180	1,579	956	1,688	2,644						
Children and Young People	Cllr. Reith	1,052	534	1,586	80	4,414	4,494						
Community Cohesion and Involvement	Cllr. Amin	602	291	893									
Enforcement and Safer Communities	Cllr. Canver	364	120	484	40		40						
Environment and Conservation	Cllr. Haley	2,109	280	2,389	80		80						
Housing Services	Cllr. Bevan	592	525	1,117	250	416	166						
Leader and Performance	Cllr. Kober	455	209	664	103		103						
Leisure, Culture and Lifelong Learning	Cllr. Basu	691	126	817		10	10						
Resources	Cllr. Harris	1,907	400	2,307	150	563	413						
Total Portfolio		9,171	2,665	11,836	493	7,091	7,584						
Dedicated Schools' Grant	Cllr. Reith	-	300	300	-								
Homes for Haringey	Cllr. Bevan	-	210	210	63		63						
Alexandra Park & Palace Charitable Trust	Cllr. Harris	-	-	-	-	455	455						
Grand Total		9,171	3,175	12,346	430	7,546	7,976						

Adult Social Care and Wellbeing

A - Pre-Agreed Revenue Investments

Portfolio	Directorate & Community Service	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restated			Variance						
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	(Agreed - Revised) £'000		
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	Nursing Care - Shortfall in Osborne Grove Funding - temporary over 3 years.	(100)	0	(100)	The investment for Osborne Grove in 09/09 was temporary. As clients are diverted from Older People Purchasing budgets the strategy was to divert funding to Osborne Grove budgets. The profile of movement in purchasing budgets was to be spread over the period. There is no anticipated impact on Older People purchasing budgets.	(100)	0	0	0	0	0	0	0	0		
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	Learning Disabilities estimated cost of new services - transition to adult care from services as children	400	0	400	To fund the increased needs of young people at or when they leave school or reach 18. There has been a high number of people with complex needs transferring from children's in this group.	400	0	0	0	0	0	0	0	0	0	
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	Deprioritisation of Liberty Safeguard Legislation and the Mental Health Act 1983 (2007 amended) Part Temporary	(44)	0	(44)	The DOH Regulatory impact assessment suggests 5 referrals per week @ £500 each (though these figures are believed to be widely underestimated pan London). The predicted split is for referral responsibility to be split: 80% LA and 20% PCT. The figures above do not include PCT referrals. Therefore Haringey will have an initial 90 assessments to carry out during April and May 2009 and a "steady state" on going commitment of 5 per week during 2009. The number of assessments needing funding is 90 initial plus 260 throughout 2009 a total 350 assessments. Failure to apply a Best Interest Assessment is predicted by the DOH to incur penalties of circa £10,000 for each occurrence or omission or a prison sentence of up to 5 years. The Chief Exec or Director of Social Services will be the accountable individuals. The DOH suggests that administrative support for this legislation is likely to equate to 1WTE per authority.	(44)	0	0	0	0	0	0	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	LD Non Transition Growth	250	450	700	The service has identified a number of people requiring care packages many of these have come about from changes in carers living situations.	250	450	0	0	0	0	0	0	0	0	
Grand Total				506	450	956		506	450	0	0	0	0	0	0	0	0	

B - Pre-Agreed Revenue Efficiency Savings													
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council		Progress	Revised or Forecasted		2010/11		2011/12		Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000		Total £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000		
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Reduce OPS residential care. Undertaking the objectives of Our Health, Our Care, Our Say to provide more residential placements. The savings assumptions assume Reprovision costs in the community	150	0	150 We need to provide extra care rather than residential care as part of increasing care in the community this is in line with national policy & performance (PFLAANI).	150	0	150	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Physical Disabilities. Review Winkfield Resource Centre staffing levels and service efficiency developing new services and improved use of the building	94	0	Delegated authority completed and savings achieved during 2009/10. Link to saving below.	94	0	94	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Physical Disabilities. Review Transport provision to Winkfield Resource Centre	35	0	Provision reviewed and reduced by 1 bus driver and escort. Saving achieved in 2009/10. Link to above saving.	35	0	35	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Community, Mental Health Team. Review Care Manager staffing levels and service efficiency	103	0	Recruitment plan in place	103	0	103	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Commissioning Savings from new Strategic Commissioning and brokerage function.	150	0	This is being achieved through improved void management across block contract & in house provision; reduced use of spot placements & reduced spot purchase of Dom care; maximised use of block contract in domestic care ensuring achievement of volume discounts.	150	0	150	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Home Care. Decrease FTE's to 83 and build up carer bank to 194+	167	0	Target for 09-10 achieved. 83 FTEs. Carer Bank 2,500 hours and 116 workers. Plan on target	167	0	167	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Day Care Service - review of day care staffing levels and service efficiency	56	0	All posts vacant by April 2010. Deletion of two Day Care Workers posts (25% reduction). Plan on target	56	0	56	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC02 Adult Social Care	Physical Disabilities Winkfield	131	0	Saving to be achieved in 2010/11. Project in progress to develop user lead services at the Winkfield Resource Centre.	131	0	131	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC05 Commissioning & Strategy	Staffing efficiencies - with the introduction of Telephone Commissioning & Monitoring linked to block providers there is a potential to make efficiencies in the support resources.	26	0	Position being kept vacant. Service on track to delete post by 1st April 2010.	26	0	26	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC05 Commissioning & Strategy	Staffing efficiencies achieved through establishment of integrated commissioning, contracts, brokerage and payments service from 2009/09 onwards.	50	0	Plans in the process of being finalised to achieve the efficiency.	50	0	50	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC05 Commissioning & Strategy	Brokerage arrangements (care navigators)	100	0	Consultation with staff has been scheduled and on target to achieve the efficiency.	100	0	100	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC05 Commissioning & Strategy	Supplies & Services (Director's Budget)	35	0	Reduction in budget through review of Director's supplies and services budget.	35	0	35	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC05 Commissioning & Strategy	Realignment of support services	89	123	Plans in the process of being finalised to achieve the efficiency.	89	123	212	0	0	0	0
Adult Social Care and Wellbeing	Adults, Culture & Community Services	AC05 Commissioning & Strategy	Supplies & Services (Adults and Safeguarding and Strategic Services)	90	0	Reduction in budget through review of Adults and Safeguarding & Strategic Services supplies and services budget.	90	0	90	0	0	0	0
Grand Total				1,276	123		1,276	123	1,399	0	0	0	0

C - New Revenue Investment Proposals

Portfolio	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	How does this support Council priorities?	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	LD Transition Growth - about 30 additional people helped to live at home, in addition to previous planned growth.	Encouraging lifetime well-being	614	939	60	1,613	0	0	To fund needs of young people reaching 18 and no longer in full time education (transferring from Children's Services). There has been a high number of people with complex needs transferring from children's in this group. Creation of a volunteering unit, in partnership, which will enable a timebank of volunteering hours to be created. A time bank is a way for people to come together and help each other through mutual volunteering and reciprocity.
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	Creation of a Volunteering Initiative in Partnership	Encouraging lifetime well-being	75			75			
Grand Total					689	939	60	1,688			

D - New Revenue Savings Proposals

Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Adult Social Care and Wellbeing	Adults, Culture & Community Service	Culture & AC02 Adult Social Care	No Recourse to Public Funds - Case Reduction Strategy	100	100	0	100	0	0	0 Tighter management and closer working with the Home Office has resulted in fewer People Funds with no Recourse to Public Funds 0 This efficiency will be achieved through the better use of existing resources.	There will be no impact on other services.	No
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	Day Care Services - reduction in supplies and services	20	20	0	20	0	0	0 This efficiency will be achieved through the better use of existing resources.	There will be no impact on frontline services through the reduction of supplies and services budgets.	No
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC02 Adult Social Care	Day Care Transport - reduction following a review of transportation and efficiencies gained as a consequence.	29	29	0	29	0	0	0 The transport has been restructured and improved efficiency allows for the reduction in frontline services through the budget.	There will be no impact on reduction of transport budgets.	No
Adult Social Care and Wellbeing	Adults, Culture & Community Service	AC05 Commissioning & Strategy	Delete Contract Assistant post	31	31	0	31	1	1	1 There will be no impact on the service or performance from this proposal	No impact on other services.	No
Grand Total				180	180	0	180					

Children and Young People

A - Pre-Agreed Revenue Investments													
Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restated			Total £'000	Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000		
Children and Young People	Children & Young People's Service	CY02 Children & Families	Increase investment in direct payments	80	0	80	80 Direct Payments reduces the need for residential placements of children by supporting families. Budget constraints have hindered progress in the past but this has now been addressed by increased investment in the service.	80	0	0	80	0	
Grand Total				80	0	80		80	0	0	80	0	

B - Pre-Agreed Revenue Efficiency Savings

Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council		Progress	Revised or Resisted		Variance				
				2010/11 over 2009/10 £'000	2011/12 2010/11 £'000		2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	2012/13 over 2011/12 £'000	Variance (Agreed- Revised) £'000	
Children and Young People	Children & Young People's Service	CY01 Change for Play Service Children		33	0	33 Expected to be achieved	33	0	0	0	0	0	0
Children and Young People	Children & Young People's Service	CY01 Change for review of staffing levels and service efficiency within change for children		0	62	62 Expected to be achieved	0	62	0	62	0	0	0
Children and Young People	Children & Young People's Service	CY01 Change for Establishment of Multi Disciplinary Teams is anticipated as providing additional capacity to support children & their families - thereby releasing some of the need for specialist posts e.g. Education Welfare Officers		50	0	50 This will partly be met by efficiencies and partly from external funding	50	0	0	50	0	0	0
Children and Young People	Children & Young People's Service	CY02 Children & Families	Relocation of staff from Pulford Rd	21	0	21 The Younger Children's Assessment Team service has been decommissioned. Work is under way to relocate the remaining services (Action for Children staff and some contact service staff) to enable the building to be vacated.	21	0	0	21	0	0	0
Children and Young People	Children & Young People's Service	CY02 Children & Families	Charge 'short break' costs against Aiming high for disabled children grant	75	0	75 Aiming High for Disabled Children Grant increases from £279k to £900k in 2010/11 and it is planned to substitute grant funding for base budget for some of our short break services.	75	0	0	75	0	0	0
Children and Young People	Children & Young People's Service	CY02 Children & Families	Externalisation of passenger transport routes	6	0	6 On target	6	0	0	6	0	0	0
Children and Young People	Children & Young People's Service	CY02 Children & Families	Costs allowable under revised regulations, in respect of SEN Transport have been charged against the DSG to release General Fund resources	300	0	300 This is dependant on savings being identified within the DSG. At this stage it is expected to be achieved.	300	0	0	300	0	0	0
Children and Young People	Children & Young People's Service	CY02 Children & Families	Income generation opportunities at Red Gables	10	0	10 During the financial year 2009/10 other local authorities have used and been charged for using the facilities at Red Gables. This is expected to continue.	10	0	0	10	0	0	0
Children and Young People	Children & Young People's Service	CY03 Schools Standards & Inclusion	Integration of services as Children's Networks develop	141	0	141 This will be achieved by deleting a post in the Youth Service and combining activities and by using grant funding for core funded posts in SSI	141	0	0	141	0	0	0
Children and Young People	Children & Young People's Service	CY03 Schools Standards & Inclusion	Grant funding to replace a core funded post in SSI	75	0	75 The employee who is grant funded is retiring and will not be replaced. The grant will be used to fund another core funded post, thus releasing core funding.	75	0	0	75	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Premature Retirement Costs - no new commitments	10	0	10 On target	10	0	0	10	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Premature Retirement Costs Further Education - (i.e. ex-College of North East London employees) historical year on year reduction	7	0	7 On target	7	0	0	7	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Student Support Service Mgt - Administration. Further reduction of Student Finance staff as front line services are nationalised.	70	83	153 On target with phased redeployment of staff.	70	83	0	153	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Redundancies / retirement on the grounds of efficiency	58	0	58 A vacant post within schools ICT is expected to be deleted.	58	0	0	58	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	ICT LEA Support; Transfer of contract for Oracle Database Administration ("Impulse" admissions & consolidated pupil records system) from CACI/Arête Ltd to Internal Corporate IT Services (CITS) & Staff Training	5	0	5 Achieved.	5	0	0	5	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Property & Contracts; Deletion of Asset Management Plan Data Clerk post	31	0	31 On target	31	0	0	31	0	0	0
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Increase in vacancy factor across Business Support & Development	15	0	15 On target	15	0	0	15	0	0	0
Grand Total				607	445	1,052	607	445	0	1,052	0	0	0

C - New Revenue Investment Proposals

Portfolio	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	How does this support Council priorities?	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
Children and Young People	Children & Young People's Service	CY02 Children & Families	Commissioning budget spending, mainly due to increased children in care, in excess of previous forecasts. Management action savings achieved and planned have been netted off this investment bid	A Caring Haringey	2,644			2,644	0	0	Overall volume increase in the number of Children-in-Care (CIC).
Children and Young People	Children & Young People's Service	CY02 Children & Families	Southwark judgement	A Caring Haringey	250			250	0	0	Growth needed as a result of a legal ruling setting a precedent for local authorities to accommodate 16 and 17 year olds under section 20
Children and Young People	Children & Young People's Service	CY02 Children & Families	Legal budget spending increases based on increases in numbers of care proceedings taking place and higher numbers of looked after children.	A Caring Haringey	800			800	0	0	Volume increase in legal case work associated with the higher number of Children-in-Care.
Children and Young People	Children & Young People's Service	CY02 Children & Families	A completion of the restructure of the child protection service with an overall increase in resources in line with the recent higher volumes of children that require a care service.	A Caring Haringey	650			650	13	13	
Children and Young People	Urban Environment	UED6 Housing Services	Establish Child Social Worker post at Heathstone	A Caring Haringey	70			70	0	1	Domestic violence cases who go to Heathstone also need the safeguarding children aspect addressed by a social worker.
Grand Total					4,414	0	0	4,414			

D - New Revenue Savings Proposals

Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Children and Young People	Children & Young People's Service	CY01 Change for Children	De-commission Community Development Team	86	0	0	86	3	2	None, because the tasks currently undertaken by the team will be reviewed and assigned to other staff with responsibility for liaison with parents & communities including family support workers or outreach workers	Possible increase in workload for the family support workers and parental outreach and support workers	No
Children and Young People	Children & Young People's Service	CY01 Change for Children	Deletion of Finance Officer post in the Play Service	27	0	0	27	0	1	None because this post has been vacant for over a year and the work has been absorbed by admin staff	None	No
Children and Young People	Children & Young People's Service	CY02 Children & Families	Delete Budget officer post in C&F Central finance team	27			27	0	1	Post has been held vacant for a year with minimal impact on service delivery.	No or minimal impact on front-line service delivery and performance.	No
Children and Young People	Children & Young People's Service	CY02 Children & Families	Restructure Leaving Care Asylum Q&A Teams	160			160	1	2	Minimal impact on service delivery as part of the restructure of the business unit	Minimal impact on other services as part of the restructure of the business unit.	No
Children and Young People	Children & Young People's Service	CY03 Schools Standards & Inclusion	Generate additional income from Professional Development Centre room lettings	24	0	0	24	0	0	No impact on performance delivery, but room bookings vary so there is a risk that the income might not be generated	None	No
Children and Young People	Children & Young People's Service	CY03 Schools Standards & Inclusion	Saving from efficiencies arising from integration of Connexion services	50	0	0	50	1	1	Reduced staffing will impact on reduced services and combining activities will increase workloads across the service	None	No
Children and Young People	Children & Young People's Service	CY03 Schools Standards & Inclusion	Pendarren House - charge subsidy for concessionary places against Extended Schools Grant	40	0	0	40	0	0	No impact on performance delivery, but there is a risk of the grant reducing or ceasing	None	No
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Review School Personnel & Payroll Support post & CRB officer post.	9			9	0	2	There may be difficulty in recruiting to the posts.	No	No
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	SLA for schools Payroll and personnel services to be revised to reflect market rates	18			18	0	0	Possible loss of income if some schools choose to opt out of SLA.	No	No
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Maternity: increase admin fee taken from income	10			10	0	0	Minimal impact when distributed across 80 schools	No	No
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Recharge integrated team within Property & Contracts to capital projects and increase admin charges against Harnessing Technology grant.	55			55	0	0	Costs have to be absorbed by PCP & Harnessing Technology projects. Reduced capital resources to deliver programmes.	No	No
Children and Young People	Children & Young People's Service	CY04 Business Support & Development	Directorate Support: Deletion of Admin Assistant post	28			28	0	1	Minimum impact. Work can be covered by other administrative support staff within the directorate.	No	No
Grand Total				534	0	0	534					

Community Cohesion and Involvement

B - Pre-Agreed Revenue Efficiency Savings												
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council		Progress	Revised or Restated		2010/11 over 2009/10		Total £'000	Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000		2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000				
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Channel Shift	45	45	The service areas of parking and benefits are priorities for channel shift with particular emphasis on electronic delivery	45	45	0	0	45	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Reduction in sickness	5	5	10 Sickness absence rates continue to be closely managed across the service	5	5	0	0	10	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	General efficiency (non replacement of vacancies)	30	50	80 Vacancies are not generally filled unless there are exceptional circumstances	30	50	0	0	80	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Right first time (process optimisation)	20	20	40 The service areas of benefits and council tax are the priority for this work	20	20	0	0	40	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Changes to Housing Benefit claims management (E-benefits)	10	10	10 The e-benefits project is underway and will provide improved claims handling, reducing error rates and making checking processes more efficient	10	10	0	0	10	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Automation of switchboard	10	10	10 The project to automate elements of switchboard services is in progress	10	10	0	0	10	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Restructure of Business Support Unit	18	18	18 The restructure concludes in 2009/10 with full implementation, aligned to the Customer Services Strategy, in 2010/11	18	18	0	0	18	0
Community Cohesion and Involvement	Corporate Resources	CR073 Customer Service	Restructure of Customer Service Officer posts	80	80	80 The restructure of the CSO workforce concludes the three year restructuring of Customer Services	80	80	0	0	80	0
Community Cohesion and Involvement	People & Organisational Development	PD04 Local Democracy	Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings	40	40	40 Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings. Meeting have increased, which may require an alternative proposal being submitted.	40	40	0	0	40	0
Community Cohesion and Involvement	People & Organisational Development	PD04 Local Democracy	Review services and staffing	17	17	17 Priority will be placed on service meeting its statutory requirements as part of the review. Benchmarking and engagement of service users (officer/member) will support and shape service review	17	17	0	0	17	0
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP02 Safer & Stronger Communities	Corporate Voluntary Sector Team	69	69	69 Currently expected to be achieved	69	69	0	0	69	0
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP02 Safer & Stronger Communities	CVST - Reductions in grants budget, e.g. new initiatives grants and individual reductions to various grants allocated	12	12	12 Currently expected to be achieved	12	12	0	0	12	0
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Haringey People Magazine additional advertising revenue	42	42	42 it will be challenging to make the 2010/11 savings in the current climate however the service is still working to achieve	42	42	0	0	42	0
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Print Efficiencies - Savings taken from budget	79	79	79 The service is working with Haringey Forward to consolidate a future model for design and print which will enable these savings to be made over and above those within the Haringey Forward Target	79	79	0	0	79	0
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Value for Money	50	50	50 Future VFM reviews are being considered and discussed with Haringey Forward to enable additional savings to be made over and above those included in Haringey Forward Targets.	50	50	0	0	50	0
Grand Total				420	182		420	182	0	0	602	0

D - New Revenue Savings Proposals												
Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Community Cohesion and Involvement	People & Organisational Development	PD04 Local Democracy	Savings in general running costs	11			11	0	0	0 No perceived impact on performance	None	No
Community Cohesion and Involvement	People & Organisational Development	PD04 Local Democracy	A review of the local democracy and member services unit	41			41 tbc			1 The review to be scoped with the expectation that the £41k will be delivered as a part year saving with further savings accruing in future years (figure to be determined)	There will be a reduction in member support across all portfolios	No
Community Cohesion and Involvement	People & Organisational Development	PD04 Local Democracy	Reduction of 1 Cabinet Support Officer post	38			38	0	0	1 This will reduce Cabinet Support to 5 posts.	This will impact on the overall support available to Cabinet Members.	No
Community Cohesion and Involvement	People & Organisational Development	PD04 Local Democracy	Reduce Overtime budget	6			6	5	0	0 This should be considered in conjunction with item above and could have a marginal reduction in support available to Cabinet Members.	This will impact on the overall support available to Cabinet Members.	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP02 Safer & Stronger Communities	Neighbourhood Management - Reduction of Operational Budgets	35			35	0	0	None	None	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP02 Safer & Stronger Communities	Broadwater Farm Community Centre Refurbishment. The net saving includes cumulative additional running costs of £87k from 2010/11 to 2012/13.	16	18	0	34	0	0	0 The capital investment bid to refurbish and modify the centre will increase the potential for rental hire to local community groups and partner agencies.	Will enable increased collaborated ways of working with partner agencies	Yes
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP04 Performance & Policy	Delete 0.5 Scrutiny post	25			25	0	0.5	0.5 Vacant 0.5 of an established full-time post. The vacant half has been covered by a short term contract.	None	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Print & Design - Haringey People design efficiency savings	6			6	0	0	0 Quality will be maintained but the service will be delivered via a difference model	None	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Move Smart Talk to on-line version	27			27	0	0	0 Quality will be maintained but the service will be delivered via a difference model	None	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Design Team - decrease outsourced design work and increase in-house	50			50	0 tbc	0	0 Quality will be maintained but the service will be delivered via a difference model	None	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Print Room - New Docutech lease	8			8	0	0	0 Quality will be maintained but the service will be delivered via a difference model	None	No
Community Cohesion and Involvement	Policy, Performance, Partnerships & Communications	PP05 Communications	Press Cuttings - move to electronic version	10			10	0	0	0 Quality will be maintained but the service will be delivered via a difference model	None	No
Grand Total				273	18	0	291					

Enforcement and Safer Communities

A - Pre-Agreed Revenue Investments																
Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restated			Variance				
				2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	2012/13 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	2012/13 2011/12 £'000	Variance (Agreed - Revised) £'000	
Enforcement and Safer Communities	Urban Environment	UE08 Front Line Services	Maintenance of new CCTV cameras	40	0	40	Warranty on new cameras expired in April additional CCTV cameras installed through a successful capital, 2009, and pre-agreed investment budget is bid in 07/08. Maintenance in 08/09 was covered by warranty and being used to carry out maintenance in investment was approved to cover the on-going costs in 09/10 08/10.	40	0	0	0	0	0	0	0	0
Grand Total				40	0	40		40	0	0	0	0	0	0	0	0

B - Pre-Agreed Revenue Efficiency Savings															
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Progress	Revised or Reinstated			Variance				
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000		2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Variance (Agreed - Revised) £'000	
Enforcement and Safer Communities	Urban Environment	UE08 Front Line Services	Increase use of Fixed Penalty Notice (FPN) (Enforcement)	25	0	25	25 New legislation which widens the use of new FPNs for the service has come about. The restructuring of the service will extend patrolling which is estimated to increase the number of FPN's issued.	25	0	25	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE08 Front Line Services	Environmental Crime (Enforcement)	110	0	110	The service is in mid restructure and on target. It is anticipated that the target saving will be reached.	110	0	110	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Introduction of Pre-Application advice charging regime	25		25	25 On Target	25		25	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Reduced legal expenditure (both internal and External)	10	10	20	20 On Target	10	10	20	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Increased Pre application planning fees	10	10	20	20 On Target	10	10	20	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Efficiency savings from the impending merger of Planning and Regeneration	25		25	25 On Target	25		25	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Review the funding arrangements for the Town Centre Management in Wood Green.	46		46	46 Achievable	46		46	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Reduction in the Town Centre management budget	38		38	38 Achievable	38		38	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Charge a higher level of finance support in addition to project staff cost against external funding	25		25	25 Achievable	25		25	0	0	0	0	0
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Review physical regeneration team as part of the 2nd phase of restructuring		30	30	30 Achievable		30	30	0	0	0	0	0
Grand Total				314	50	364		314	50	364	0	0	0	0	0

D - New Revenue Savings Proposals

Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Enforcement and Safer Communities	Policy, Performance, Partnerships & Communications	PP02 Safer & Stronger Communities	Community Safety Team 0.6 vacant Policy Officer post	25	0	0	25	0	0.6	None	None	No
Enforcement and Safer Communities	Urban Environment	UE08 Front Line Services	Deletion of lead officer on health & safety post within Enforcement	45	0	0	45	1	1	This was to support National Enforcement priority. We will reduce planned partnership work with HSE.	None	No
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	In house scanning of building control files	10			10	0	0	In house scanning for Development Management already exists this would be an extension of this activity to be incorporated within existing support resources	Would bring Building Control into line with DM with data on line allowing for improved efficiency and further supporting the flexible working initiative.	No
Enforcement and Safer Communities	Urban Environment	UE09 Planning, Regeneration & Economy	Staff saving from merger of Planning & Regeneration	40			40	0	0	1 Rationalisation of existing staff following the merger of Planning and Regeneration. Delete Head of Regeneration post(0.5)	Roles have been merged and assimilated into one post.	No
Grand Total				120	0	0	120					

Environment and Conservation

A - Pre-Agreed Revenue Investments															
Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restricted					Variance (Agreed - Revised) £'000	
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000		2012/13 over 2011/12 £'000
Environment and Conservation	Urban Environment	UE08 Front Line Services	Public Realm Commissioning project - External Support	(150)	0	(150)	Effective procurement of Public Realm Strategic Contract	Highways & Street-lighting element completed. Decision made to extend existing IWM&T contract until March 2011 delaying the procurement process, requiring the savings on original investment be delayed until 2011/12.	0	(150)	0	150	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	Recycling Vehicles Investment to introduce mixed recycling service round to 2,500 properties on narrow roads, to introduce a tenth full sized mixed recycling service to meet demand and a trial of food waste collections from schools.	130	0	130	All kerbside properties receive full mixed recycling material, garden and food waste collections and at least 10 schools receive food waste collections.	Service delivery brought forward to Feb 09 for Rnd 10 and June 09 for narrow access. Schools food collection on course for delivery in Sept/Oct 09. The service will endeavour to contain the additional cost of bringing forward this proposal.	130	0	0	130	0	0	0
Environment and Conservation	Urban Environment	UE09 Planning, Regeneration & Economy	Olympic Fund	(20)	0	(20)	To support and encourage Olympic activity and increase benefit to the borough of the Olympics.	Commissioning process in set up stage.	0	(60)	(60)	0	0	0	(60)
Grand Total				(20)	0	(20)			130	(150)	(60)	150	0	(60)	(60)

B - Pre-Agreed Revenue Efficiency Savings																
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Revised or Reinstated			Variance						
				2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	Total £'000	2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	2012/13 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	2012/13 2011/12 £'000	Variance (Agreed - Revised) £'000			
Environment and Conservation	Urban Environment	UE08 Front Line Services	Improving & expanding all recycling collection services	50	0	50	50	0	0	0	0	0	0	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	Integrated Waste Management & Transport Contract	0	1,165	1,165	0	1,165	0	1,165	0	0	0	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	Continued increase in number of new Controlled Parking Zones (CPZ) meeting the expected demand by Parking	80	0	80	80	0	0	80	0	0	0	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	The planned increase of 2.5% on Parking fees and charges above inflation (RPI) will not be implemented. Savings will be achieved through additional Pay & Display income.	68	0	68	68	0	0	68	0	0	0	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	The planned increase of 1.5% on Parking permit charges above inflation assumed in budget to be in line with RPI will not be implemented. Savings will be achieved from additional Pay & Display income.	23	0	23	23	0	0	23	0	0	0	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	Parking review of staffing levels and service efficiency on the On-Street Front Line Service	240	0	240	240	0	0	240	0	0	0	0	0	0
Environment and Conservation	Urban Environment	UE08 Front Line Services	Additional income to be generated through the Parking Plan	150	150	300	150	150	150	150	150	150	0	0	150	150
Environment and Conservation	Urban Environment	UE08 Front Line Services	Spend to save, Replacement of illuminated bollards with sc	0	33	33	0	33	0	33	0	0	0	0	0	0
Grand Total				611	1,348	1,959	611	1,348	150	2,109	150	0	0	150	150	150

D - New Revenue Savings Proposals

Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Environment and Conservation	Urban Environment	UE08 Front Line Services	Review of staffing level at the car park and efficiency saving at the back office	80	0	0	80	1	1	1 Loss of cleaner at the car park, but service will be maintained through joined-up working at the operations. There will be increased efficiency and productivity at the back office.	None	No
Environment and Conservation	Urban Environment	UE08 Front Line Services	Savings from supplies and services within Sustainable Transport	40	0	0	40	1	1	1 May impact on ability to deliver services due to reduced resources	None	No
Environment and Conservation	Urban Environment	UE08 Front Line Services	Deletion of Complaints Officer post from Support Team	40	0	0	40	1	1	1 Development in systems and changes to working practices should enable work to be absorbed.	None	No
Environment and Conservation	Urban Environment	UE08 Front Line Services	Deletion of vacant PA post to AD in Director's Team	38	0	0	38	1	1	1 Post currently vacant	None	No
Environment and Conservation	Urban Environment	UE08 Front Line Services	Reduction to Director's budget for legal and HR advice	25	0	0	25	0	0	0 Impacts on amount able to be recharged to service for legal and HR Advice.	Impact on expected HR and legal advice.	No
Environment and Conservation	Urban Environment	UE08 Front Line Services	Reduction in publicity and projects budget in the Better Haringey team.	57	0	0	57	0	0	0 This will involve a reduction in the number of publicity campaigns to support delivery of the Green Borough Strategy. However, the annual Green fair and Green Conferences will not be effected and continue as normal.	The Better Haringey supports communications and projects for other Council services i.e. Enforcement, Sustainable Transport, Recreation Services.	No
Grand Total				280	0	0	280					

Housing Services

A - Pre-Agreed Revenue Investments

Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Revised or Reinstated			As Agreed by Council			Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000		2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	
Housing Services	Urban Environment	UF06 Housing Services	Additional Resources to maintain momentum of Housing Improvement Plan	0	(250)	(250)	Progress	(250)	(250)	0	0	0	0	0
Grand Total				0	(250)	(250)		0	(250)	0	0	0	0	0

Fewer households in temporary accommodation will enable the service to make staff cuts required.

B - Pre-Agreed Revenue Efficiency Savings																
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Revised or Restated			Variance						
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Variance (Agreed - Revised) £'000			
Housing Services	Urban Environment	UE06 Housing Services	Reducing temporary staff	180		180	180	0	180			180	(180)	180	0	0
Housing Services	Urban Environment	UE06 Housing Services	Reduce absence levels	32		32	32	0	32			32	(32)	32	0	0
Housing Services	Urban Environment	UE06 Housing Services	Home Connections joint procurement	60		60	60	60				60	0	0	0	0
Housing Services	Urban Environment	UE06 Housing Services	Estimated saving from release of additional staff brought in to achieve 2 star service and relocation of Housing Services from Apex Hse to RPH where post & facilities mgt functions are provided corporately.	221		221	221	0	221			221	(221)	0	221	0
Housing Services	Urban Environment	UE06 Housing Services	Review of number of posts following planned reduction of numbers in temporary accommodation	99		99	99	99				99	0	0	0	0
Grand Total				493	99	592	493	60	311	221	221	592	(433)	212	221	0

C - New Revenue Investment Proposals

Portfolio	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	How does this support Council priorities?	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.L.)
Housing Services	Urban Environment	UE06 Housing Services	Private Sector Leasing Renewals	Driving change, improving quality	694	(694)		0	0	5	This project will ensure that the remaining backlog of PSL Renewals is cleared, to reduce the health and safety risks, minimise the costs of dilapidations in later years and enable renegotiation of rents.
Housing Services	Urban Environment	UE06 Housing Services	Rent Deposit Scheme	Driving change, improving quality	769	(264)	(89)	416	0	0	This will enable over 1,000 rent deposits to be processed enabling reduction in Temporary Accommodation numbers. Spend is prioritised in year 1 and reduced thereafter.
Grand Total					1,463	(958)	(89)	416			

D - New Revenue Savings Proposals

Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Housing Services Urban Environment	UE06 Housing Services	UE06 Housing Services	Review of staff transport costs following restructure.	25	25		25			No impact on service delivery expected.	None	No
Housing Services Urban Environment	UE06 Housing Services	UE06 Housing Services	Staff savings in Housing Needs, Lettings and Finance	100			100	3		3 This will reflect the reduction in numbers in Temporary Accommodation.	None	No
Housing Services Urban Environment	UE06 Housing Services	UE06 Housing Services	Reduction in the provision for bad debts	400			400	0		0 Reduction in levels of income and sustained improvement in income collection rates will deliver these savings.	None	No
Grand Total				525	0	0	525					

Leader and Performance

A - Pre-Agreed Revenue Investments													
Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Restated			Variance (Agreed - Revised) £'000	
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000		2010/11 over 2009/10 £'000
Leader and Performance	Chief Executive's Service	CE Chief Executive Services	One-off funding to cover the cost of local elections in 2010/11 for which no central govt funding is received.	300	(300)	0	0 To enable the delivery of the 2010/11 local elections. Potential less cost if national election, which is government funded, is held on the same day.	0	0	0	0	0	0
Leader and Performance	Chief Executive's Service	CE Chief Executive Services and Electoral Services	CORE project (on line register of electors) one year investment in 2009/10	(11)	(11)	(11)	(11) The required changes have been made to the on line register and the budget can be re-released in 2010/11	(11)	(11)	0	0	0	0
Leader and Performance	Policy, Partnerships & Communications	PP04 Performance & Policy	To fund a comprehensive geographical information system (GIS) capability, for the Council & HSP. Enables enhanced needs analyses to inform service provision. Essential to meet CAA requirements.	4	4	8	8 Enables enhanced needs analyses to inform service provision. Information Manager being recruited Essential to meet CAA requirements.	4	4	8	0	0	0
Leader and Performance	Urban Environment	UE09 Planning, Regeneration & Economy	Delivery of LDF	(100)	(100)	(100)	(100) Funding was required to enable the policy team to deliver all planning documents required for The Local Development Framework including the core strategy.	(100)	(100)	0	0	0	0
Grand Total				193	(296)	(103)		193	(296)	0	(103)	0	0

B - Pre-Agreed Revenue Efficiency Savings

Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council		Revised or Restated				Variance (Agreed - Revised) £'000					
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000		2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000		
Leader and Performance	Chief Executive's Service	CE Chief Executive and Electoral Services	Deletion of a post in the secretariat	10	1	11	10	1	0	0	0	0	0	0	0
Leader and Performance	Corporate Resources	CR06 Legal Services	Registrars potential income stream from naming and renewal vows ceremonies	4	0	4	4	0	0	0	0	0	0	0	0
Leader and Performance	Corporate Resources	CR06 Legal Services	Making savings on cost of counsel	100		100	50	30	0	80	(50)	30	0	(20)	
Leader and Performance	Corporate Resources	CR06 Legal Services	Strategic value for money review	70	95	165	50	25	0	75	(20)	(70)	0	(90)	
Leader and Performance	Corporate Resources	CR06 Legal Services	West London local authority contract won to deal with empty properties, 10 cases per year				50	0	0	50	50	0	0	0	50
Leader and Performance	Corporate Resources	CR06 Legal Services	Salary saving, service realignment in commercial division				7	0	0	7	7	0	0	0	7
Leader and Performance	Corporate Resources	CR06 Legal Services	Increase external fees recovered by the commercial division				3	0	0	3	3	0	0	0	3
Leader and Performance	Policy, Partnerships & Communications	PP02 Safer & Stronger Communities	Efficiencies in Management and support activity across the directorate	44		44	44			44	0	0	0	0	0
Leader and Performance	Policy, Partnerships & Communications	PP04 Performance & Policy	Review of staffing levels in the Improvement and Performance Team	38	57	95	124	57		181	86	0	0	0	86
Leader and Performance	Policy, Partnerships & Communications	PP04 Performance & Policy	Reorganise team for future delivery of outcomes for partnerships following settling in of new LAAs	68		68				0	(68)	0	0	(68)	
Leader and Performance	Policy, Partnerships & Communications	PP04 Performance & Policy	Review staffing levels HSP delivery (policy)	18		18				0	(18)	0	0	(18)	
Grand Total				352	153	505	342	113	0	455	(10)	(40)	0	(50)	

D - New Revenue Savings Proposals												
Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Leader and Performance	Chief Executive's Service	CE Chief Executive and Electoral Services	Deletion of a post in the secretariat	24	0	0	24	0	0	1 Realignment of duties within existing resources will minimise impact on service delivery.	None	No
Leader and Performance	Corporate Resources	CR06 Legal Services	Service realignment in commercial division - increased income.	30			30	0	0	0 Realignment of posts to focus on improving income generation and service delivery. Service delivery will not be affected	Better service delivery to Urban Environment No impact on other services	No
Leader and Performance	Corporate Resources	CR06 Legal Services	VFM review of non Corporate Legal Service (Registrars and Land Charges)		50		50	tbc	tbc			No
Leader and Performance	Policy, Partnerships & Communications	PP04 Performance & Policy	Delete 1 Policy Officer post	60			60	0	0	1 Vacant post. Service will endeavor to provide current levels of service.	None	No
Leader and Performance	Policy, Partnerships & Communications	PP04 Performance & Policy	Reduce number of officers in Service improvement team	45			45	1	1	1 Service will minimise impact through redistribution of work within the team.	Could result in reduced capacity to support other services and CEMB but service will try to minimise this.	No
Grand Total				159	50	0	209					

Leisure, Culture and Lifelong Learning

B - Pre-Agreed Revenue Efficiency Savings											
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Revised or Restated			Total £'000	Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 2010/11 £'000	Total £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2011/12 over 2010/11 £'000		
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC03 Recreation Services	Review the staffing levels and service efficiency of the parks grounds maintenance function	100	0	100	100	0	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC03 Recreation Services	Parks sponsorship - to actively pursue and market to business community sponsorship in Parks open space and flower beds to generate additional annual income	25	0	25	25	0	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC03 Recreation Services	Parks sponsorship (main park sites 50/50 split)	50	0	50	50	0	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC03 Recreation Services	Price increases - 5% above inflation spread over 2 years 2010/11 & 11/12	125	125	250	125	125	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC04 Culture, Libraries & Learning	Reduction in IT budget which is used for investment in new technologies in both service delivery and People's Network facilities	86	0	86	86	0	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC04 Culture, Libraries & Learning	Staffing restructure in Library Reference/information	40	0	40	40	0	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC04 Culture, Libraries & Learning	Community Programmes staff restructure	0	40	40	0	40	0	0	0
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service	AC04 Culture, Libraries & Learning	Reconfiguration of the Muswell Hill Library allowing an extension of use of Radio Frequency Identification self issue system	0	100	100	0	100	0	0	0
Grand Total				426	265	691	426	265	0	691	0

C - New Revenue Investment Proposals											
Portfolio	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	How does this support Council priorities?	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service Services	AC03 Recreation	Sports and Leisure investment programme	Encouraging lifetime well-being	76	(76)	0	0	0	0	This one-off investment bid is needed to compensate for loss of income at Park Rd pools whilst the changing rooms are refurbished.
Leisure, Culture and Lifelong Learning	Adults, Culture & Community Service Services	AC03 Recreation	Play Provision (HfH)		10	0	0	10	10		Additional running costs in relation to improved play provision in parks and housing estates particularly deprived areas.
Grand Total					86	(76)	0	10	10		

D - New Revenue Savings Proposals												
Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Leisure, Culture and Lifelong Learning	Adults, Culture and Lifelong Learning Community Service	Adults, Culture & AC03 Recreation Services	Review of existing structure /reestablishment reduction following transfer of buildings repairs and maintenance activities to Corporate Property Services during 2009/10. Ongoing energy efficiency revenue savings following SALIX investment and repayment.	25			25	1	1	None	CPM Economies of scale	No
Leisure, Culture and Lifelong Learning	Adults, Culture and Lifelong Learning Community Service	Adults, Culture & AC03 Recreation Services	Staffing efficiencies: Community Programmes Officer, Adult Learning (P/T)	45			45			None		No
Leisure, Culture and Lifelong Learning	Adults, Culture and Lifelong Learning Community Service	Adults, Culture & AC04 Culture, Libraries & Learning	Staffing efficiencies: Museum Attendant	26	0	0	26	1	1	None	None	No
Leisure, Culture and Lifelong Learning	Adults, Culture and Lifelong Learning Community Service	Adults, Culture & AC04 Culture, Libraries & Learning	Staffing efficiencies: Museum Attendant	30	0	0	30	1	1	None	None	No
Grand Total				126	0	0	126					

Resources

A - Pre-Agreed Revenue Investments													
Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Reinstated			Total	Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000		
Resources	Corporate Resources	Technology	CR074 Information Service Provider (MSP) contracts, after one-off investment.	(150)	(150)	(150)	Impact to be determined once approach to tendering MSP contracts agreed	Strategy and approach is currently being developed and will be completed by March 2012. This will provide the approach for the MSP contracts tender process in 2010/11 thus enabling revenue savings to be realised in 2011/12.	(150)	(150)	0	(150)	0
Grand Total				0	(150)	(150)			0	(150)	0	(150)	0

B - Pre-Agreed Revenue Efficiency Savings		As Agreed by Council		Total		As Agreed by Council		Total		As Agreed by Council		Total		As Agreed by Council	
Portfolio	Directorate	Business Unit	Details of Efficiency	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000
Resources	Corporate Resources	CR02 Benefit & Local Taxation	NDR Shared Service Proposal	54	54	54	54	54	54	54	54	54	54	54	54
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Reduction in the cost of the Sx3 support and maintenance contract.	5	5	5	5	5	5	5	5	5	5	5	5
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Reduction in paper storage costs linked to court and audit acceptance.	5	5	5	5	5	5	5	5	5	5	5	5
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Limit the use of pre-paid envelopes on a phased use basis.	10	10	10	10	10	10	10	10	10	10	10	10
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Setting up of a specialist overpayment Recovery team to focus on the recovery of old outstanding debt.	70	70	70	70	70	70	70	70	70	70	70	70
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Savings in the costs of design, production & amendments to BLT documentation currently incurred through DSI or Gandlake, by using Laserserve software.	20	20	20	20	20	20	20	20	20	20	20	20
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Frontloading court costs (between Summons & Liability Orders) to recover these at an earlier stage & revise Customer Services procedures to minimise the number of summonses withdrawn.	50	50	50	50	50	50	50	50	50	50	50	50
Resources	Corporate Resources	CR03 Corporate Finance / Audit	The planned reshape/restructure of the whole business unit will ensure both the pre agreed savings for 07/08 and now these further savings are achieved in 2010/11.	72	15	72	15	72	15	72	15	72	15	72	15
Resources	Corporate Resources	CR03 Corporate Finance / Audit	Reconfiguration of cashier and payment services to customers	95	95	95	95	95	95	95	95	95	95	95	95
Resources	Corporate Resources	CR03 Corporate Finance / Audit	Commence charging to schools for the FMSIS assessment undertaken by Internal Audit from 1 April 2011.	15	15	15	15	15	15	15	15	15	15	15	15
Resources	Corporate Resources	CR04 Corporate Procurement	Reorganisation and natural wastage (Delete Head of Capital Procurement post to meet the combined pre-agreed and new savings targets which total £53k)	63	63	63	63	63	63	63	63	63	63	63	63
Resources	Corporate Resources	CR04 Corporate Procurement	Electronic document interchange with suppliers	20	20	20	20	20	20	20	20	20	20	20	20
Resources	Corporate Resources	CR04 Corporate Procurement	Alternative savings will be made across all budgets within the Procurement Service	0	0	0	0	0	0	0	0	0	0	0	0
Resources	Corporate Resources	CR05 Property	Review of Commercial Portfolio and implementation of Manhattan with improved debt management	30	70	30	70	30	70	30	70	30	70	30	70
Resources	Corporate Resources	CR05 Property	Commercial income - above inflation growth on income in future years.	33	32	33	32	33	32	33	32	33	32	33	32
Resources	Corporate Resources	CR05 Property	Additional fee income (Valuation / Development)	10	10	10	10	10	10	10	10	10	10	10	10
Resources	Corporate Resources	CR05 Property	Supporting regeneration projects not relating to Council Land.	106	106	106	106	106	106	106	106	106	106	106	106
Resources	Corporate Resources	CR05 Property	Hornsey Town Hall - Operational staff reductions	75	30	75	30	75	30	75	30	75	30	75	30
Resources	Corporate Resources	CR05 Property	Rental Income from Property	10	10	10	10	10	10	10	10	10	10	10	10
Resources	Corporate Resources	CR05 Property	Optimisation of planned & reactive maintenance works following new contract in Sept. 2008	70	70	70	70	70	70	70	70	70	70	70	70
Resources	Corporate Resources	CR05 Property	Staffing savings through structural changes, rationalisation of responsibilities and co-location	19	19	19	19	19	19	19	19	19	19	19	19
Resources	Corporate Resources	CR05 Property	Planned restructuring of Business Support Team will achieve these savings.	19	19	19	19	19	19	19	19	19	19	19	19

B - Pre-Agreed Revenue Efficiency Savings																
Portfolio	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Progress	Revised or Reinstated			Variance					
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000		2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Agreed - (Revised) £'000		
Resources	Corporate Resources	CR05 Property	Facilities Management & Cleaning - savings on administration and premises expenditure	50	50	50	50 Expected to achieve	50	0	0	0	0	0	0	0	
Resources	Corporate Resources	CR05 Property	Additional efficiencies following the letting of the planned & reactive maintenance works contract in Sept. 2008	25	25	50	50 Expected to achieve	25	25	0	0	0	0	0	0	
Resources	Corporate Resources	CR05 Property	Additional fee income from Staff car parking scheme	5	5	10	10 Expected to achieve	5	5	0	0	0	0	0	0	
Resources	Corporate Resources	CR05 Property	Savings resulting from further structural changes and a review of Administrative process following the reshaping	20	20	40	40 Expected to achieve	20	20	0	0	0	0	0	0	
Resources	Corporate Resources	CR05 Property	Further savings through reduction in staffing levels supporting building related services.	0	200	200	200 The Target of £200k was based on the assumption of a reduction of 4 - 5 posts by 2011/12. Part of the reshaping needed to achieve this is now complete with the savings deliverable one year early.	112	88	200	112	(112)	0	0	0	0
Resources	Corporate Resources	CR05 Property	Reduced energy costs from the administrative building portfolio	30	30	30	30 Expected to achieve	30	30	0	0	0	0	0	0	0
Resources	Corporate Resources	CR05 Property	Potential efficiency from the development of a shared helpdesk between Property & IT	50	50	50	50 Plans will be developed as appropriate with IT.	50	50	0	0	0	0	0	0	0
Resources	Corporate Resources	CR05 Property	Modernisation of the Office Cleaning Service	0	20	20	20 Expected to achieve	20	20	0	0	0	0	0	0	0
Resources	Corporate Resources	CR074 Information Technology	Customer Relationship Management Software Lease	137	137	137	137 Lease has been terminated and expenditure will no longer be required.	137	137	0	0	0	0	0	0	0
Resources	Corporate Resources	CR074 Information Technology	Consultancy Fees	50	50	50	50 The outcome of the current Vfm exercise (due to complete in October 2009) will enable this to be delivered	50	50	0	0	0	0	0	0	0
Resources	Corporate Resources	CR074 Information Technology	Merger of support functions	65	25	90	90 The outcome of the current Vfm exercise (due to complete in October 2009) will enable this to be delivered	65	25	90	0	0	0	0	0	0
Resources	People & Organisational Development	PD02 Human Resources	Review the management within HR support	45	45	45	45 A major review of HR service provision is underway and is expected to be completed on schedule to deliver the savings	45	45	0	0	0	0	0	0	0
Resources	People & Organisational Development	PD02 Human Resources	Review the resources for internal HR advice and consultancy support	43	43	43	43 A major review of HR service provision is underway and is expected to be completed on schedule to deliver the savings	43	43	0	0	0	0	0	0	0
Resources	People & Organisational Development	PD02 Human Resources	Review model of service delivery for all transactional HR services	70	70	70	70 A major review of HR service provision is underway and is expected to be completed on schedule to deliver the savings	70	70	0	0	0	0	0	0	0
Resources	People & Organisational Development	PD02 Human Resources	Review service model for advisory & developmental delivery - work in partnership with others	70	70	70	70 A major review of HR service provision is underway and is expected to be completed on schedule to deliver the savings	70	70	0	0	0	0	0	0	0
Resources	People & Organisational Development	PD02 Human Resources	Further review HR/OD service model for advisory & developmental delivery - work in partnership with others	61	61	61	61 A major review of HR service provision is underway and is expected to be completed on schedule to deliver the savings	61	61	0	0	0	0	0	0	0
Resources	People & Organisational Development	PD02 Human Resources	Savings to be found from rationalisation of non-salary spend across the whole of the Directorate.	5	2	7	7 A major review of HR service provision is underway and is expected to be completed on schedule to deliver the savings	5	2	7	0	0	0	0	0	0
Resources	People & Organisational Development	PD03 Organisational Development	Review training provision and development schemes such as graduates, Aiming High and Leadership Learning	27	27	27	27 A review of the current provision has commenced which will deliver this saving	27	27	0	0	0	0	0	0	0
Resources	People & Organisational Development	PD03 Organisational Development	Service reshape and service reductions	23	23	23	23 A review of the OD service will deliver this saving.	23	23	0	0	0	0	0	0	0
Grand Total				1,284	693	1,977		1,253	592	62	1,907	(31)	(101)	62	(70)	

C - New Revenue Investment Proposals											
Portfolio	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	How does this support Council priorities?	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
Resources	Corporate Resources	CR03 Corporate Finance / Audit	Accounting and Property Services Support for the implementation of International Financial Reporting Standards (IFRS) to be implemented from 1 April 2010.	Driving change, improving quality	50	(50)	0	0	0	0	The public sector is required to adopt IFRS because the Government are seeking to harmonise public sector reporting with best practice in the corporate sector. The Council will need additional resources and expertise in order to implement this statutory requirement.
Resources	Corporate Resources	CR05 Property	NNDR Additional budget requirement following shortfall in inflation allocation, new Crossrail 2% levy & revised values on 2010 listing		240		240	0	0		
Resources	Corporate Resources	CR05 Property	This realigns the rental income debit with the budget, in previous years this has been offset by buoyancy in the rental income levels and backdated rent reviews. These factors are no longer contributing significantly to income levels, hence the need to realign the budget		298		298	0	0		
Resources	Urban Environment	UE09 Planning, Regeneration & Economy	Extension of an existing Credit Union into Haringey, base services funded by area based grant, some additional investment required for other services such as pre-paid cards.		25		25	0	0		Reduce financial exclusion and improve access to basic credit services in response to the recession
Grand Total					613	(50)	0	563			

D - New Revenue Savings Proposals												
Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Savings in printing costs resulting from the enhanced use of electronic processes within the Service, such as e-benefits and e-billing	27			27	0	0	None	None	No
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Savings including: Stationery costs resulting from the enhanced use of electronic processes within the Service, such as e-benefits and e-billing; Reduced court fees from proactive taxation enforcement; New transcribing services provider.	18			18	0	0	None	None	No
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Enhanced performance on recovery of court costs income through the realisation of advantages of front loading of costs	25			25	0	0	Improved recovery performance	None	No
Resources	Corporate Resources	CR02 Benefit & Local Taxation	Reduction of one BLT Officer post as a direct result of the implementation of Paperless Direct Debit	30			30	1	1	Currently, one BLT officer post is required to manually input DD mandates.	Customer Services will be required to input data onto I-World system over the telephone or at the Customer Service Centre.	No
Resources	Corporate Resources	CR03 Corporate Finance / Audit	Non renewal of the current insurance policies for Computer and Money/Cash in Transit and take responsibility for self-funding all claims from the insurance reserve.	100			100			None	Some changes to the insurance reserve will be needed to ensure sufficient resources are available on an ongoing basis.	No
Resources	Corporate Resources	CR04 Corporate Procurement	Reorganisation and natural wastage (Delete Head of Capital Procurement post to meet the combined pre-agreed and new savings targets which total £83k). This saving is linked to a current pre-agreed saving	20			20	0		1 Current programmes e.g. BSF will not be impacted.	Any new major capital programmes may need to be resourced using consultants	No
Resources	Corporate Resources	CR074 Information Technology	Additional savings from current VFM review	100			100	tbc	tbc	To be determined during current VFM review	To be determined during current VFM review	No
Resources	Corporate Resources	PD03 Organisational Development & Learning	Improved procurement and delivery methods for adult social care training	30			30	0		0 Adult Social Care training provision will not be affected directly as savings will be recouped by improved procurement and greater efficiencies in delivery methods	None	No
Resources	Corporate Resources	PD03 Organisational Development & Learning	Vacant OD Consultant post for Graduate Trainees Scheme not filled	50			50	0		1 Aiming High programme to run every two years and resources freed up will support Graduate Trainee Scheme	Reduced capacity to develop staff through the aiming high programme	No
Grand Total				400	0	0	400	0	0			

DSG, Homes for Haringey & Alexandra Park & Palace

D - New Revenue Savings Proposals												
Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Dedicated Schools' Grant	Dedicated Schools' Grant	Dedicated Schools' Grant	Review of charges to ensure consistency with Tax Credit benefits received by parents	73	73	0	73	73	0	Possible objections from parents. However, occupancy is not expected to fall as the current fees charged are at least 10% less than the private and voluntary sector and the centres have long waiting lists for this age group.	None	
Dedicated Schools' Grant	Dedicated Schools' Grant	Dedicated Schools' Grant	Reduction in the central financial and administrative support necessary following the implementation of the Early Years Single Funding Formula	63	63	0	63	1	2	Minimal implication as there will be a corresponding reduction in duties.	None	
Dedicated Schools' Grant	Dedicated Schools' Grant	Dedicated Schools' Grant	Stroud Green Ext Day provision currently funded from DSG to be replaced by Ext Schools grant	74	74	0	74	74	0	Minimal implication		
Dedicated Schools' Grant	Dedicated Schools' Grant	Dedicated Schools' Grant	Reduce agency staff costs within the Secondary Pupil Support Centre to reflect reduction in pupils attributable to BSF proposals	50	50	0	50	50	0	Some staffing re-organisation may be required that may impact on the service	Reduced overall funding to deliver the 'keys to well being' project.	
Dedicated Schools' Grant	Dedicated Schools' Grant	Dedicated Schools' Grant	14-19 development - replace core funding with external grants	40	40	0	40	40	0	There will be less grant available to meet other grant criteria and consequently the ability to meet the needs of children and young people		
Grand Total				300	300	0	300	300	0			

A - Pre-Agreed Revenue Investments												
Portfolio	Directorate	Business Unit	Area / Service	As Agreed by Council			Planned Impact	Progress	Revised or Reinstated			Variance (Agreed - Revised) £'000
				2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	Total £'000			2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	
Homes for Haringey		Homes for Haringey	Central Ventilation maintenance	300	(250)	50	50 Safer Homes	On target	300	(250)	50	0
Homes for Haringey		Homes for Haringey	Estates Services - Signing sheets for cleaning records	(10)	0	(10)	No further impact planned - 2009/10 investment removed from base budget in 2010/11	On target	(10)	0	(10)	0
Homes for Haringey		Homes for Haringey	Customer Service Excellence Award	(30)	(7)	(37)	No further impact planned - 2009/10 investment removed from base budget in 2010/11 and 2011/12	On target	(30)	(7)	(37)	0
Homes for Haringey		Homes for Haringey	Lightning protection maintenance	30	0	30	30 Safer Homes	New lightning protection maintenance contract by Q1 2010/11	30	0	30	0
Homes for Haringey		Homes for Haringey	Renew door entry maintenance	(20)	0	(20)	No further impact planned - 2009/10 investment removed from base budget in 2010/11	On target	(20)	0	(20)	0
Homes for Haringey		Homes for Haringey	Maintain investors in People accreditation	(9)		(9)	No further impact planned - 2009/10 investment removed from base budget in 2010/11	On target	(9)		(9)	0
Homes for Haringey		Homes for Haringey	Develop youth engagement project & recruit more young people	(20)	(10)	(30)	No further impact planned - 2009/10 investment removed from base budget in 2010/11 and 2011/12	On target	(20)	(10)	(30)	0
Homes for Haringey		Homes for Haringey	Project Manage the preparation and inspection for Audit Commission inspection	(10)	(12)	(22)	No further impact planned - 2009/10 investment removed from base budget in 2010/11 and 2011/12	Mock inspection to be done in October 2009 to identify areas for improvement.	(10)	(12)	(22)	0
Homes for Haringey		Homes for Haringey	Audit Commission inspection	50	(65)	(15)	Statutory requirement and to attain 3 Star - Excellent status	Improvements in KLOE on target	50	(65)	(15)	0
Grand Total				281	(344)	(63)			281	(344)	(63)	0

D - New Revenue Savings Proposals												
Portfolio	Directorate	Business Unit	Proposed Efficiency Saving	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Impact on Performance (Service Delivery)	Impact on other Services	Dependent on Capital Investment?
Homes for Haringey	Homes for Haringey	Homes for Haringey	Complete Review of Corporate Finance SLA by the end of the second quarter and evaluate options for the transfer of functions to the company	0	30	0	30	0	0	0 Improvement of Finance team Performance indicators : Potential cash releasing savings. : Lower risk of fraud and irregularity.	Low impact on service delivery	No
Homes for Haringey	Homes for Haringey	Homes for Haringey	Implementation of systems for new procurement arrangements using Procurement for Housing	90	90		180	0	0	0 Improvement of Finance team Performance indicators : Potential cash releasing savings. : Lower risk of fraud and irregularity.	High impact on service delivery	No
Grand Total				90	120	0	210					

C - New Revenue Investment Proposals											
Portfolio	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	How does this support Council priorities?	2010/11 over 2009/10 £'000	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	Total £'000	No. of Staff Affected	Posts Affected (FTE)	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Essential repairs and maintenance (Not Palace Charitable required if capital bid agreed)	A Better Haringey	250			250	0	0	Critical R&M required to fire main, fire alarm system and fabric of building if dilapidations capital bid not approved. Building will continue to function as a venue.
Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	A master plan for Alexandra Palace - saving for future generations	A Better Haringey	150			150			This work will enable the Trustees (with delegated authority from LBoH) to articulate a master-plan for the site which can then be tested and a fundraising strategy agreed for executing the required development.
Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Trust core revenue costs	A Better Haringey	243			243	0	0	increase in Trust revenue budget not reflected in LBH budget allocation
Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Alexandra Park & Palace Charitable Trust	Ice Rink Capital Bid	A Thriving Haringey	211	(258)	(141)	(188)	None	None	impact on APTL profit of the ice rink closure for 6 months during refurbishment. Better facility for community, improved profit for APTL
Grand Total					854	(258)	(141)	455			

**Capital Bids For Corporate Resources Funding
Financial Years: 2010/11 to 2012/13**

Capital Investment Bids (For Corporate Resources)

As at 17 Nov 2009

Ref No.	Portfolio	Business Unit	Capital Project Title	Corporate Resources Funding Bid				Total Estimated Capital Cost (21 October 2009)				Net Revenue Implications (positive cost; negative income or saving or both)				Corporate Resources as a Contribution of Capital Cost %	
				2010-11	2011-12	2012-13	Total	2010-11	2011-12	2012-13	Total	2010-11	2011-12	2012-13	Total		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
1	Adult Social Care and Well Being	Adult Services	Aids And Adaptations For The Homes Of People With Disabilities	700	700	700	2,100	3,283	3,283	3,283	9,849	0	0	0	0	0	21%
		Adult Services Total		700	700	700	2,100	3,283	3,283	3,283	9,849	0	0	0	0	0	
2	Children and Young People	Business Support & Development	Building Schools For The Future - New Build And School Refurbishment	0	0	2,080	2,080	48,632	11,793	2,747	63,172	0	0	0	0	0	3%
3	Children and Young People	Business Support & Development	Children's Carer Home Adaptations	104	100	100	304	104	100	304	304	0	0	0	0	0	100%
		Business Support & Development Total		104	100	100	2,384	48,736	11,893	2,847	63,476	0	0	0	0	0	
4	Community Cohesion and Involvement	Safer & Stronger Communities	Broadwater Farm Community Centre Refurbishment / Modernisation (Option 2)	360	112	0	472	360	112	0	472	(16)	(23)	5	(34)	0	100%
		Safer & Stronger Communities Total		360	112	0	472	360	112	0	472	(16)	(23)	5	(34)	0	
5	Environment & Conservation	Frontline Services	Replacement Wheelie Bins & Green Boxes For Refuse, Recycling And School Waste Collections	162	0	0	162	162	0	0	162	0	0	0	0	0	100%
6	Environment & Conservation	Frontline Services	Parking Plan (Variety of measures including CPZ implementation and extension, provision of disabled bays etc.)	600	600	600	1,800	600	600	600	1,800	(150)	(150)	(150)	(450)	0	100%
7	Environment & Conservation	Frontline Services	Planned Maintenance For Highway Bridges	200	200	200	600	200	200	200	600	0	0	0	0	0	100%
8	Environment & Conservation	Frontline Services	Planned Road And Pavement Resurfacing And Reconstruction Of Non-Principal Roads	1,800	2,000	2,200	6,000	1,800	2,000	2,200	6,000	0	0	0	0	0	100%
9	Environment & Conservation	Frontline Services	Street Lighting Investment Programme	1,000	1,000	1,000	3,000	1,000	1,000	1,000	3,000	0	0	0	0	0	100%
10	Environment & Conservation	Frontline Services	Local Road Safety Improvements	100	100	100	300	100	100	100	300	0	0	0	0	0	100%
11	Environment & Conservation	Frontline Services	Improvements To The Summerland Gardens Car Park	70	0	0	70	70	0	0	70	0	0	0	0	0	100%
		Frontline Services Total		3,932	3,900	4,100	11,932	3,932	3,900	4,100	11,932	(150)	(150)	(150)	(450)	0	
12	Housing Services	Strategic & Community Housing Services	Hostel Deconversion Programme To Self-Contained Housing Units	379	0	0	379	1,281	0	0	1,281	0	0	0	0	0	30%

**Capital Bids For Corporate Resources Funding
Financial Years: 2010/11 to 2012/13**

Capital Investment Bids (For Corporate Resources)

As at 17 Nov. 2009

Ref No.	Portfolio	Business Unit	Capital Project Title	Corporate Resources Funding Bid				Total Estimated Capital Cost (21 October 2009)				Net Revenue Implications (positive cost; negative income or saving or both)				Corporate Resources as a Contribution of Capital Cost %	
				2010-11	2011-12	2012-13	Total	2010-11	2011-12	2012-13	Total	2010-11	2011-12	2012-13	Total		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
		Strategic & Community Housing Services Total		379	0	0	379	1,281	0	0	1,281	0	0	0	0	0	
13	Leisure, Culture & Lifelong Learning	Recreational Services	Sports & Leisure Investment Programme (SLIP) (To improve services, update infrastructure and thus increase usage of leisure centres)	407	0	0	407	4,055	0	0	4,055	75	(75)	0	0	0	10%
14	Leisure, Culture & Lifelong Learning	Recreational Services	Lordship Recreation Ground (Redesign And Redevelopment)	200	200	0	400	1,500	4,774	0	6,274	0	0	0	0	0	6%
15	Leisure, Culture & Lifelong Learning	Recreational Services	Tennis Court Refurbishment Programme	115	20	85	220	615	540	635	1,790	0	0	0	0	0	12%
16	Leisure, Culture & Lifelong Learning	Recreational Services	Tree Planting (To maintain and increase existing tree stocks on Parks and Housing sites)	60	60	0	120	80	80	0	160	0	0	0	0	0	75%
17	Leisure, Culture & Lifelong Learning	Recreational Services	Strategic Sports Pitches Improvement Programme (Improve quality of sports and outdoor pitch provision)	350	471	0	821	2,025	3,160	0	5,185	0	0	0	0	0	16%
18	Leisure, Culture & Lifelong Learning	Recreational Services	Play Builder (To renew and/or improve play provision in parks and housing estates, with a particular focus on deprived areas)	275	0	0	275	878	0	0	878	10	0	0	0	10	31%
19	Leisure, Culture & Lifelong Learning	Recreational Services	Allotments Site Infrastructure Programme (To improve existing allotments and upgrade, replace and add new facilities)	150	150	50	350	150	150	50	350	0	0	0	0	0	100%
20	Leisure, Culture & Lifelong Learning	Recreational Services	Parks Improvement Programme (OSIP) (To maintain all of Hamgey's Parks up to Green Flag standard)	500	500	500	1,500	500	500	500	1,500	0	0	0	0	0	100%
		Recreational Services Total		2,057	1,401	635	4,093	9,803	9,204	1,185	20,192	85	(75)	0	10		
21	Leisure, Culture & Lifelong Learning	Adult Learning, Libraries & Culture	Muswell Hill Library Development (Refurbishment)	500	0	0	500	500	0	0	500	0	0	0	0	0	100%
		Adult Learning, Libraries & Culture Total		500	0	0	500	500	0	0	500	0	0	0	0	0	
22	Performance	Planning And Regeneration	Partnership Schemes in Conservation Area - Myddleton Road (Historic Building Improvements.)	100	0	0	100	200	0	0	200	0	0	0	0	0	50%

**Capital Bids For Corporate Resources Funding
Financial Years: 2010/11 to 2012/13**

Capital Investment Bids (For Corporate Resources)

As at 17 Nov 2009

Ref No.	Portfolio	Business Unit	Capital Project Title	Corporate Resources Funding Bid				Total Estimated Capital Cost (21 October 2009)				Net Revenue Implications (positive cost; negative income or saving or both)				Corporate Resources as a Contribution of Capital Cost %	
				2010-11	2011-12	2012-13	Total	2010-11	2011-12	2012-13	Total	2010-11	2011-12	2012-13	Total		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
		Planning And Regeneration Total		100	0	0	100	200	0	0	200	0	0	0	0	0	
23	Resources	Corporate Property Services	Repair & Maintenance Of The Operational And Community Buildings Portfolio	1,500	1,500	1,500	4,500	1,500	1,500	1,500	4,500	0	0	0	0	0	100%
24	Resources	Corporate Property Services	Industrial Estate Refurbishment (Retention Money Only)	15	0	0	15	15	0	0	15	0	0	0	0	0	100%
		Corporate Property Services Total		1,515	1,500	1,500	4,515	1,515	1,500	1,500	4,515	0	0	0	0	0	
25	Resources	IT Services	Information Technology Capital Programme (Corporate)	1,500	1,350	1,350	4,200	1,500	1,350	1,350	4,200	0	0	0	0	0	100%
		IT Services Total		1,500	1,350	1,350	4,200	1,500	1,350	1,350	4,200	0	0	0	0	0	
26	Resources	Corporate Property Services	Customer Service Centre Upgrades (Covering 2 Centres)	60	10	0	70	60	10	0	70	0	0	0	0	0	100%
		Corporate Property Services Total		60	10	0	70	60	10	0	70	0	0	0	0	0	
27	Resources	Alexandra Park and Palace Charitable Trust	Dilapidations & Backlog Of Maintenance (Alexandra Palace)	1,000	1,000	1,000	3,000	1,000	1,000	1,000	3,000	0	0	0	0	0	100%
		Alexandra Park and Palace Charitable Trust Total		1,000	1,000	1,000	3,000	1,000	1,000	1,000	3,000	0	0	0	0	0	
		Grand Total		12,207	10,073	11,465	33,745	72,170	32,252	15,265	119,687	(81)	(248)	(145)	(474)		

List of Prudential Borrowing Bids

28	Resources	Alexandra Park and Palace Charitable Trust	Replacement Ice Rink (Alexandra Palace)	2,000	0	0	2,000	2,000	0	0	2,000	211	(258)	(141)	(186)	100%
29	Leisure, Culture & Lifelong Learning	Recreational Services	Burial Provision (Replenish the depleted burial spaces in order to maintain and maximise burial provision and protect budgeted burial income and surplus)	1,422	0	0	1,422	1,422	0	0	1,422	0	0	0	0	100%
		Total		3,422	0	0	3,422	3,422	0	0	3,422	211	(258)	(141)	(186)	

**Capital Bids For Corporate Resources Funding
Financial Years: 2010/11 to 2012/13**

Capital Investment Bids (For Corporate Resources)

As at 17 Nov 2009

Ref No.	Portfolio	Business Unit	Capital Project Title	Corporate Resources Funding Bid				Total Estimated Capital Cost (21 October 2009)				Net Revenue Implications (positive cost; negative income or saving or both)				Corporate Resources as a Contribution of Capital Cost %
				2010-11 £'000	2011-12 £'000	2012-13 £'000	Total £'000	2010-11 £'000	2011-12 £'000	2012-13 £'000	Total £'000	2010-11 £'000	2011-12 £'000	2012-13 £'000	Total £'000	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%

List of Special Projects (total corporate resources funding)

30	Environment & Conservation Resources	Planning And Regeneration Corporate Property Services	Marsh Lane Depot Capital Project (Building a new strategic depot)	1,812	8,000	0	9,812	3,000	12,000	0	15,000	0	0	0	0	65%
31	Resources	Corporate Property Services	Hornsey Town Hall Refurbishment & Development	5,654	1,991	100	7,745	5,654	1,991	100	7,745	0	0	0	0	100%
32	Resources	Corporate Property Services	Accommodation Strategy Phase 2 (Including Haringey Council Offices)	3,420	5,650	8,050	17,120	3,420	5,650	8,050	17,120	0	0	0	0	100%
			Total	10,886	15,641	8,150	34,677	12,074	19,641	8,150	39,865	0	0	0	0	

Capital Investment Bids Descriptions (For Corporate Resources)					
Ref No.	Portfolio	Directorate	Business Unit	Capital Project Title	Capital Project Description
1	Adult Social Care and Well Being	Adults, Culture & Community Services	Adult Services	Aids And Adaptations For The Homes Of People With Disabilities	The key objective of the project is to promote independence for people with disabilities both in the home and in the community. The project will also support carer's in maintaining their caring role with people with disabilities. The project also supports the safe moving and manual handling of people with disabilities.
2	Children and Young People	Children and Young People Service	Business Support & Development	Building Schools For The Future - New Build And School Refurbishment	Building Schools for the Future is a major programme of new build and refurbishment at 12 secondary schools, including provision of new Heartlands High School, and procurement of 5 year fully managed ICT service contract for the secondary school estate.
3	Children and Young People	Children and Young People Service	Business Support & Development	Children's Carer Home Adaptations	Where necessary to offer funding support for adaptations to private and council run homes to ensure flexible and appropriate placement options are available, particularly for larger sibling groups and disabled children.
4	Enforcement & Safer Communities	Policy Performance Partnership & Communications	Safer & Stronger Communities	Broadwater Farm Community Centre Refurbishment / Modernisation (Option 2)	Following consultation over the future of the BWFC Cabinet decided to keep the centre but develop a new business model with the aim of maximising the use of the building, improving income streams and explicitly incorporating the centre into the Lordship Recreation Ground regeneration programme and opportunities created by the new inclusive learning campus. To support this aim investment is required to replace the heating and water heating plant; to improve access for people with disabilities; to undertake highest priority works recommended by the condition survey to arrest further deterioration of the building and to improve the customer offer and support the implementation of the new business plan.
5	Environment and Conservation	Urban Environment	Front Line Services	Replacement Wheelie Bins & Green Boxes For Refuse, Recycling And School Waste Collections	Replacement of containers installed in 2002/03 that have now come to the end of their useful life.
6	Environment and Conservation	Urban Environment	Front Line Services	Parking Plan (Variety of measures including CPZ implementation and extension, provision of disabled bays etc.)	Variety of measures including CPZ implementation and extension, provision of disabled bays and addressing of compliance issues to ensure enforcement can take place.
7	Environment and Conservation	Urban Environment	Front Line Services	Planned Maintenance For Highway Bridges	High priority work undertaken to improve condition and reduce future reactive maintenance work and insurance claims.
8	Environment and Conservation	Urban Environment	Front Line Services	Planned Road And Pavement Resurfacing And Reconstruction Of Non-Principal Roads	Planned Carriageway and Footway Reconstruction to address residents priorities and reduce need for expensive reactive work in later years.
9	Environment and Conservation	Urban Environment	Front Line Services	Street Lighting Investment Programme	To replace old and obsolete lighting as well as unsafe columns in order to increase resident perceptions and safety.
10	Environment and Conservation	Urban Environment	Front Line Services	Local Road Safety Improvements	To address the need for Reactive Safety Improvements and to appoint a member of staff to investigate accident data and identify priority areas.
11	Environment and Conservation	Urban Environment	Front Line Services	Improvements To The Summerland Gardens Car Park	To make the car park suitable for pedestrian access and address safety issues particularly in relation to use by neighbouring school.

Capital Investment Bids Descriptions (For Corporate Resources)						
Ref No.	Portfolio	Directorate	Business Unit	Capital Project Title	Capital Project Description	
12	Housing Services	Urban Environment	Strategic & Community Housing Services	Hostel Deconversion Programme To Self-Contained Housing Units	To convert hostels in multiple occupation to large self contained units.	
13	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Sports & Leisure Investment Programme (SLIP) (To improve services, update infrastructure and thus increase usage of leisure centres)	To develop a health & fitness suite and associated facilities at White Hart Lane Community Sports Centre and to improve the efficiency/sustainability of the fabric, mechanical & electrical infrastructure of all the leisure centres, while refurbishing the existing customer flow areas and improve the quality of services provided to users of leisure centres. All with the aim of the achievement of Quest at Tottenham Green and Park Road Leisure Centres and White Hart Lane Community Sports Centre (leisure centres industry quality standard).	
14	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Lordship Recreation Ground (Redesign And Redevelopment)	Extensive landscaping works including both the park and the grounds of the Broadwater Community Centre, refurbishment of the Shell Theatre and Lordship Lane toilet block buildings, opening up of the currently culverted River Moselle, and creation of a new city farm and environmental centre, and achieve Green Flag status for the park.	
15	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Tennis Court Refurbishment Programme	To provide improved tennis facilities across a range of parks sites in the borough to increase participation in tennis.	
16	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Tree Planting (To maintain and increase existing tree stocks on Parks and Housing sites)	To improve the presentation, cleanliness and overall quality of existing Parks and Open Spaces by implementation of a project to plant 1000 trees over a three year period, to reinstate trees already removed and to increase the overall tree stock, particularly on the east of the borough.	
17	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Strategic Sports Pitches Improvement Programme (Improve quality of sports and outdoor pitch provision)	The aim is to improve the quality of sports and outdoor pitch provision at a number of strategic sites across the borough in order to better provide for school and community needs for outdoor sports and particularly football.	
18	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Play Builder (To renew and/or improve play provision in parks and housing estates, with a particular focus on deprived areas)	The scope of the capital project is to renew and/or improve play provision in parks and housing estates across the Borough but with a focus on play deprived areas.	
19	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Allotments Site Infrastructure Programme (To improve existing allotments and upgrade, replace and add new facilities)	The project takes a collective approach to raising the standards of allotment infrastructure throughout the borough to meet publicly acceptable levels, with the ultimate objective of taking the service from poor to good whilst making a significant contribution to improving the public realm and healthy lifestyles.	
20	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Parks Improvement Programme (OSIP) (To maintain all of Haringey's Parks up to Green Flag standard)	The OSIP takes a collective approach to raising the standards of parks and open space infrastructure throughout the borough to meet publicly acceptable levels, with the ultimate objective of taking the service from good to excellent and achieving Beacon Status, Green Flag and other related awards.	
21	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Adult Learning, Libraries & Culture	Muswell Hill Library Development (Refurbishment)	Muswell Hill Library is our busiest branch library. The building is in a poor state of repair, is inaccessible and is too small for the demands placed upon it. This project is to repair and refurbish the library.	

Capital Investment Bids Descriptions (For Corporate Resources)					
Ref No.	Portfolio	Directorate	Business Unit	Capital Project Title	Capital Project Description
22	Performance	Urban Environment	Planning and Regeneration	Partnership Schemes In Conservation Area - Myddleton Road (Historic Building Improvements.)	Improve the retail area in the conservation area of Bowes Park through Historic Building Improvements.
23	Resources	Corporate Resources	Corporate Property Services	Repair & Maintenance Of The Operational And Community Buildings Portfolio	The scope covers a capital investment programme of repairs and maintenance to 117 corporately managed operational buildings and 43 community buildings. This prioritised programme of projects further addresses the backlog of maintenance and condition of the building portfolios following the condition survey of the operational building portfolio during 2006. Significant progress has been made towards addressing the non-compliance and backlog of maintenance since the programme of capital funding programme was introduced in 2007. It is essential that this sustained programme of investment is maintained to avoid slipping back and accommodate the increasing demand for major repair items as well as our responsibilities as landlord. The bid includes demands from legislative changes in air-conditioning systems and major lift replacements.
24	Resources	Corporate Resources	Corporate Property Services	Industrial Estate Refurbishment (Retention Money Only)	This refers to retention monies for projects carried out in 09/10 which carried out identified repairs and renovations, prioritising items of compliance and Health & Safety, to protect the Council's capital investment in these properties for the long term and to reduce voids in industrial estates.
25	Resources	Corporate Resources	IT Services	Information Technology Capital Programme	The IT Capital Programme has been set up to provide capital funding for information technology related projects across the Council. In general, IT projects seek to improve the performance of Council business units and improve customer satisfaction; to comply with legislation and government directives; to increase efficiencies; and / or to improve public, partner and central government perceptions of the Council. Bids for funding are considered by the IT Board which looks at factors such as the project's feasibility, the likelihood of the suggested benefits being realised, and the priority of these benefits in relation to other calls on the Council's resources and IT capital funding. No funding is agreed without a properly developed business case. Projects likely to be delivered in 10/11 are:
	Resources	Corporate Resources	IT Services	Information Technology Capital Programme	GCSx & Employee Authentication - will further deliver mandatory Government requirements for the secure transfer of data. Mobile Working - pilot with social workers which will inform future role-out. Corporate GIS Phase 2 - exploiting the existing GIS system (mapping data) to provide an evidence base for service planning. SAP Strategic Roadmap - to determine our strategy for SAP to exploit it's capability likely to include linking customer information from the CRM system to back office systems. Website Redevelopment - develop the next generation web site technologies to be able to support activities like social networking and channel shift. Electronic Document & Record Management - an efficiency project aimed at reducing storage and retrieval costs & to support flexible & smart working.

Capital Investment Bids Descriptions (For Corporate Resources)					
Ref No.	Portfolio	Directorate	Business Unit	Capital Project Title	Capital Project Description
26	Resources	Corporate Resources	Corporate Property Services	Customer Service Centre Upgrades	As part of a cyclical programme the project aims to upgrade the public areas of the customer service facilities to retain the quality environment. These high use areas require regular upgrade to ensure the visitor experience is in line with Haringey's commitment to customer service. centres.
27	Resources	Corporate Resources	Alexandra Park and Palace Charitable Trust	Dilapidations & Backlog Of Maintenance (Alexandra Palace)	This project will address the planned and reactive maintenance works to the Palace fabric and services. A detailed conditions survey undertaken in 2005 identified the need for substantial investment to put the building into a weatherproof, structurally sound condition and making the primary mechanical and electrical systems fit for purpose.
28	Resources	Corporate Resources	Alexandra Park and Palace Charitable Trust	Replacement Ice Rink (Alexandra Palace)	The Ice Rink needs replacing as a number of the key components such as the ice rink chiller, frost heave and air conditioning system have come to the end of their useful lives and the closure of the ice rink is a real risk. Compliance issues regarding health and safety requirements also need to be addressed.
29	Leisure, Culture & Lifelong Learning	Adults, Culture & Community Services	Recreational Services	Burial Provision (Replenish the depleted burial spaces in order to maintain and maximise burial provision and protect budgeted burial income and surplus)	To design, procure and build an extension to the existing cemetery at Enfield Crematorium, including extensive site investigation and potential remediation work as the only land available to use was previously used as a local authority landfill site. Also includes extension to burial provision at Wood Green Cemetery which, whilst may be commenced during 2009-10, will require funding to completion in 2010-11.
30	Performance	Urban Environment	Planning and Regeneration	Marsh Lane Depot Capital Project (Building a new strategic depot)	Provide a new strategic depot to release present site for development and release Western Road site to contribute to Heartlands master plan.
31	Resources	Corporate Resources	Corporate Property Services	Hornsey Town Hall Refurbishment & Development	The Project seeks to refurbish and renovate Hornsey Town Hall into an Arts, Cultural and Community Asset for the whole of Haringey and beyond. It aims to be a 'world class model of Civic renaissance'. The project will be financed by the sale of land to the rear of the building for residential development.
32	Resources	Corporate Resources	Corporate Property Services	Accommodation Strategy Phase 2 (Including Haringey Council Offices)	The key aims are to reduce the cost of council accommodation by rationalising the offices portfolio and disposing of older, less efficient buildings; make better use of assets through optimising the use of office space; fully establish the Wood Green hub as a council back office; contribute to the reduction in Haringey's carbon footprint and improve customer/resident perception based on increased staff productivity, a consistent visitor experience and public image of the council.

Draft Capital Programme 2010/11 to 2012/13
(Based On External Other Funding - Excludes Corporate Resources Bids)

Draft Capital Programme 2010/11 to 2012/13		Total Planned Expenditure Budget (Based On External And Other Funding)				Total Funding Including Pre 2010/11 Spend (where stated) £'000
Ref. No.	Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.10 (where stated) £'000	Proposed Original Budget 2010/11 £'000	Indicative Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Total £'000
	Urban Environment					
1	Principal Road Renewal		400	0	0	400
2	Town Centres		100	0	0	100
3	Local Safety Schemes		600	0	0	600
4	20Mph Zones		400	0	0	400
5	Walking		100	0	0	100
6	Cycling		200	0	0	200
7	Bus Stop Accessibility		80	0	0	80
8	School Travel Plans		300	0	0	300
9	Work Travel Plans		10	0	0	10
10	Travel Awareness		20	0	0	20
11	Education, Training & Publicity		20	0	0	20
12	Regeneration Areas		0	0	0	0
13	Environment		70	0	0	70
14	Local Area Accessibility		70	0	0	70
15	Local Implementation Plan Submission		0	6,000	6,000	12,000
16	London Cycle Network Plus		300	0	0	300
17	London Bus Priority Network		1,000	0	0	1,000
18	North London Transport Forum		0	0	0	0
19	Marsh Lane	✓	650	0	0	650
20	Bruce Grove	✓	171	0	0	171
21	Myddleton Road - Psica	✓	100	0	0	100
22	Tottenham High Road - Psica		316	0	0	316
23	Tottenham Gyratory		1,000	0	0	1,000
	Total Urban Environment*		5,907	6,000	6,000	17,907
			0	0	0	17,907

**Draft Capital Programme 2010/11 to 2012/13
(Based On External Other Funding - Excludes Corporate Resources Bids)**

Draft Capital Programme 2010/11 to 2012/13		Total Planned Expenditure Budget (Based On External And Other Funding)					Total Funding Including Pre 2010/11 Spend (where stated) £'000
Ref. No.	Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.10 (where stated) £'000	Proposed Original Budget 2010/11 £'000	Indicative Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Total £'000	
	Bid For Corporate Resources Also Made (✓)						
Adults, Culture and Community Services							
24	Aids and Adaptations - Disabled Facilities Grant		749	749	749	2,247	
25	Lordship Recreation Ground		435	445	0	880	
26	Play Builder Provision		603	0	0	603	
27	Tennis Court Refurbishment		250	50	200	500	
Total Adults, Culture and Community Services*		0	2,037	1,244	949	4,230	

**Draft Capital Programme 2010/11 to 2012/13
(Based On External Other Funding - Excludes Corporate Resources Bids)**

Draft Capital Programme 2010/11 to 2012/13		Total Planned Expenditure Budget (Based On External And Other Funding)					
Ref. No.	Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.10 (where stated) £'000	Proposed Original Budget 2010/11 £'000	Indicative Original Budget 2011/12 £'000	Indicative Original Budget 2012/13 £'000	Total £'000	Total Funding Including Pre 2010/11 Spend (where stated) £'000
	Children & Young People Service						
	Primary and Pre-School Programme						
28	Primary ICT Strategy		876	0	0	876	
29	PCP - Broadwater Farm Inclusive Learning Campus		4,687	7,553	1,593	13,833	
30	Rhodes Avenue Expansion to 3 Form Entry		2,050	3,517	2,670	8,237	
31	Coleridge Primary: Expansion		707	22	0	729	
32	Other Pupil Place Expansion		692	160	320	1,172	
33	Alternative provision for excluded pupils		900	1,200	0	2,100	
34	Electrical and ICT infrastructure works		550	550	0	1,100	
35	Mulberry Primary		250	1,200	1,450	2,900	
36	Match funded projects (eco, catering, extended, development)		600	600	0	1,200	
37	Project development (Phase 2 feasibility)		100	100	0	200	
38	PCP Delivery costs		853	689	660	2,202	
39	PCP Programme Contingency		500	1,500	1,000	3,000	
	(A) Sub-total Primary and Pre-School Programme*		12,765	17,091	7,693	37,549	
	Early Years, Community and Access						
40	Children's Centres Phase 3		824	0	0	824	
41	Early Years -Quality & Access		1,343	0	0	1,343	
42	Playcentre integration		200	200	0	400	
43	Youth Centre Projects		170	0	0	170	
44	School Access Improvements		100	50	50	200	
45	Disabled children short breaks		329	0	0	329	
	(B) Sub-total Early Years, Community and Access*		2,966	250	50	3,266	
	Planned Asset Maintenance						
46	Planned and reactive maintenance		1,000	1,000	1,000	3,000	
47	PFI Costs - Lifecycle Fund		200	200	200	600	
	(C) Sub-total Planned Asset Maintenance*		1,200	1,200	1,200	3,600	

**Draft Capital Programme 2010/11 to 2012/13
(Based On External Other Funding - Excludes Corporate Resources Bids)**

Draft Capital Programme 2010/11 to 2012/13		Total Planned Expenditure Budget (Based On External And Other Funding)				
Ref. No.	Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.10 (where stated) (£'000)	Proposed Original Budget 2010/11 (£'000)	Indicative Original Budget 2011/12 (£'000)	Indicative Original Budget 2012/13 (£'000)	Total (£'000)
	Devolved Schools Capital					
48	Devolved Capital		3,063	3,000	3,000	9,063
	(D) Sub-total Planned Devolved Schools Capital*		3,063	3,000	3,000	9,063
	(E) Total CYPs excluding BSF (E=A+B+C+D)*	0	19,994	21,541	11,943	53,478
	Building Schools For The Future (BSF) - School Projects					
49	Alexandra Park	3,532	233	38	0	271
50	Fortismere/Blanche Neville	3,020	1,533	33	0	1,566
51	Gladesmore	8,872	1,951	192	0	2,143
52	Gladesmore Sports Hall	1,391	0	0	0	0
53	Heartlands High School	13,475	18,283	1,153	247	19,683
54	Hightgate Wood	4,907	46	0	0	46
55	Hornsey Girls	4,645	233	49	0	282
56	John Loughborough	5,022	54	0	0	54
57	Northumberland Park/Vale	14,428	2,006	184	0	2,190
58	Park View Academy	9,219	3,525	130	0	3,655
59	Sixth Form Centre	27,603	0	0	0	0
60	St Thomas More	5,637	2,308	75	0	2,383
61	Woodside High	13,466	8,867	5,687	168	14,722
62	Young Peoples Centre	5,225	151	0	0	151
63	ICT MSP Contract	7,496	5,188	3,802	227	9,217
64	BSF Other - Total	19,782	842	64	0	906
65	BSF Programme Contingency	3,376	3,412	385	25	3,822
	(F) Sub-total BSF School Projects*	151,096	48,632	11,792	667	61,091
	Total Children & Young People	151,096	68,626	33,333	12,610	114,569
						265,665

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**Draft Capital Programme 2010/11 to 2012/13
(Based On External Other Funding - Excludes Corporate Resources Bids)**

Draft Capital Programme 2010/11 to 2012/13		Total Planned Expenditure Budget (Based On External And Other Funding)					Total Funding Including Pre 2010/11 Spend (where stated) £'000
Ref. No.	Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.10 (where stated) (£'000)	Proposed Original Budget 2010/11 (£'000)	Indicative Original Budget 2011/12 (£'000)	Indicative Original Budget 2012/13 (£'000)	Total (£'000)	Total Funding Including Pre 2010/11 Spend (where stated) (£'000)
Housing Services (Housing Revenue Account (HRA))							
66	Aids & Adaptations		1,450	1,450	900	3,800	
67	Transferable Discount Scheme		150	150	70	370	
68	Estate Improvement		50	50	40	140	
69	Planned Preventative Maintenance		3,000	3,000	1,500	7,500	
70	Structural Works		600	600	400	1,600	
71	Extensive Void Works		1,200	1,200	947	3,347	
72	Energy Conservation		150	150	50	350	
73	Boiler Replacement		1,666	1,666	1,600	4,932	
74	Capitalised Repairs		4,363	4,363	4,000	12,726	
75	Lift Improvements		2,166	400	240	2,806	
76	Decent Homes*	72,500	35,500	47,000	44,500	127,000	199,500
77	Asbestos Removal		200	200	140	540	
78	Essential Capital Works		200	200	20	420	
79	Major Works Voids Conversions		150	150	100	400	
80	Mechanical & Electrical Works		1,850	3,616	1,000	6,466	
81	Professional Fees		1,408	1,408	1,400	4,216	
82	Sewage & Drainage		37	37	0	74	
Total Housing Services (HRA)*		72,500	54,140	65,640	56,907	176,687	249,187
Total Capital Programme		223,596	130,710	106,217	76,466	313,393	536,989
Schemes marked (*) are estimates. Funding TBC							