

1. Introduction

This briefing note describes the key projects and issues within the sustainability portfolio.

2. Carbon management and sustainability

2.1. Corporate carbon emissions and sustainability (Energy and Sustainability Team, Corporate Procurement)

a. Carbon Management Plan

Haringey has developed a Carbon Management Plan covering its corporate estate (buildings, transport and major contractors). The Plan was developed with the Carbon Trust in 2009 and has a target to achieve a 40% carbon emissions reduction by 2015. Tied to the delivery of this target is the operation of the Councils Sustainable Investment Fund (SIF) and Schools Sustainable Investment Fund (SSIF) which provide a revolving fund for investment into carbon savings measures with a quick payback such as energy saving measures in buildings. Additional SIF funding is needed to support implementation of the Carbon Management Plan.

b. Sustainable Procurement Strategy and Policy

Haringey had developed a sustainable procurement strategy and policy and is working to implement this across all major contracts let by the Council.

2.2. Community carbon emissions and sustainability (Environmental Resources, Frontline Services, Housing Strategy and CYPS)

a. 40:20 Carbon Reduction Action Plan

Haringey has adopted a target to reduce carbon emissions in the borough by 40% by 2020. Haringey is one of 9 local authorities nationally to have been selected to take part in the Governments Local Carbon Framework pilot to develop a methodology for sub-regional carbon reduction action plans. This project provides significant opportunity for Haringey to build on its reputation on carbon management and climate change.

b. Decentralised Energy programme

Haringey is taking part in phase 3 of the London Development Agency support programme for boroughs providing expert support and match funding. Decentralised Energy (DE) feasibility studies for Hornsey Town Hall and Broadwater Farm are being carried out with a view to establishing a special purpose delivery vehicle to invest in DE projects (such as an ESCo). Borough wide DE opportunity mapping is also being carried out as part of the development of the London Heat Map.

c. Muswell Hill Low Carbon Zone and Low Carbon Communities Challenge

Muswell Hill has a target to achieve a 20% reduction in carbon emissions by 2012 from 1000 homes, businesses, community buildings and schools in the area and development of En10ergy social enterprise.

d. Sustainable Schools programme and draft Sustainable Schools Strategy

Haringey hosts a network and provides resources to support teachers with sustainability in schools curriculum, campus and wider community. Lessons for pupils on a range of issues are offered at the Education Centre within Hornsey Re-use & Recycling Centre. A sustainable schools strategy is currently under

development which will aim to bring together the wide range of work required to deliver sustainability in all of the borough's schools.

e. Sustainable lifestyles promotion

Funding from the Future Jobs Fund has been received to support 5 posts recruited for 6 months to door knock throughout the borough to promote waste reduction, energy and water efficiency and sustainable transport, alongside the existing Environmental Resources Participation Team. Ongoing community events are held to promote sustainable lifestyles.

f. Sustainable businesses

A pilot environmental audit scheme has been carried out and work is ongoing to provide information and raise awareness among businesses. The Environmental Resources Team is investigating options for a larger scale environmental audit scheme for businesses by partnering with other organisations.

g. Draft Sustainable Food Strategy and 2012 food growing spaces target

Haringey Council committed to developing a Sustainable Food Strategy within five years of launching the Greenest Borough Strategy, following strong support for this from residents. A steering group made up of local community groups, campaign organisations, charities and Haringey NHS and Council officers has been set up to lead development of the strategy. The draft strategy is due to be published for consultation in September.

h. Climate change adaptation

Haringey have achieved level 1 of National Indicator (NI) 188- Planning to adapt to climate change. NI 188 assesses progress made on adaptation in five levels (0 to 4), from the initial planning stages to a full comprehensive adaptation strategy and review process. The achievement of level 1 included the development of a Local Climate Impacts Profile which raised awareness of the borough's current vulnerability to weather events. Work has just begun on meeting the requirements for Level 2 which involve the creation of a comprehensive risk assessment identifying priority actions.

i. Greenest Borough Strategy implementation

The Greenest Borough Strategy was adopted by the Haringey Strategic Partnership in 2008 and provides a strategic commitment to achieve environmental sustainability throughout the borough. The seven priorities that underpin Haringey's environmental approach demonstrate a broad and complex area of work. Each priority is sponsored by a senior manager within the Council who are charged with monitoring the projects in place to meet our key objectives.

The Cabinet Member for Finance & Sustainability is responsible for work around Priority 3- Managing Environmental Resources Efficiently and Priority 4- Leading by Example, both of which have a significant emphasis on carbon management. There are also strong links to other priorities across the strategy.

3. Links to other Cabinet Member portfolios

3.1 Cabinet Member for Neighbourhoods

Sustainable transport and air quality sit within the portfolio of the Cabinet Member for Neighbourhoods but will have a significant impact on Haringey's 40:20 target. Engaging

with local neighbourhoods through the Neighbourhood Managers and will necessary to support work on the climate change and sustainability agenda.

3.2 Cabinet Member for Adult and Community Services

Haringey has a Biodiversity Action Plan which sits within the portfolio of the Cabinet Member for Adult and Community Services. Biodiversity has key links to the promotion of sustainable food, climate change adaptation and sustainable lifestyles.

3.3 Planning and Regeneration

Sustainable design and construction sits within the portfolio of the Cabinet Member for Planning & Regeneration. Growth in carbon emissions from new build and regeneration will have a significant impact on carbon emissions and therefore effective implementation of planning policy will be key to achieving this target.

3.4 Housing Services

Haringey's housing accounts for over half of end user CO2 emissions in the borough. A key focus for Haringey's 40:20 action plan will be the development of energy efficiency retrofit schemes and decentralised energy working in partnership with utility companies and energy services providers.

AUDIT AND RISK MANAGEMENT

Key elements of the service:

- Internal audit
- Insurance
- Risk Management

Recent key events:

- In the twelve months between July 2009 and June 2010, Service Managers have implemented 100% of all high priority internal audit recommendations by their due date.
- Insurance Services have been successful in recovering £22k costs from a solicitor's firm relating to a court case for an insurance claim, which the Council successfully defended
- Draft CIPFA benchmarking data for 2009/10 has been returned for internal audit, insurance and risk management services. Initial feedback indicates that:
 - Insurance Services (against all unitary authorities that submitted data): average costs of handling claims is £72 per claim, compared to an average of £252; Haringey receives about the average number of claims per annum across all areas, but successfully repudiates a higher than average number of all claims. Comparison figures against London authorities will be received later in the year.
 - Internal audit services (against 18 London authorities that submitted data) – average cost per day for audit is £351, compared to an average of £376; audit costs per £m turnover are £539, compared to an average of £802.
 - Risk Management services (against 12 London authorities that submitted data) – Haringey is comparable on average (i.e. where the authority was assessed as having embedded and integrated systems) in key areas of: policy and strategy, partnerships and resources, processes, risk handling and assurance.

The key challenges for the service:

- Implementing the corporate anti-fraud team to enable pro-active fraud investigations to take place, focusing on key risk areas and those which have the potential for cost/income recovery (e.g. housing tenancy fraud, housing benefits overpayments) through the courts and using Proceeds of Crime Act.
- Reviewing the use of the London Insurance Consortium for the Council's remaining externally purchased insurance policies. Although these policies are much smaller in value than the main liability policies, there could be scope for further cost savings on premiums.

BENEFITS AND LOCAL TAXATION (BLT)

The key elements of the service are to:

- Bill, collect and recover Council Tax (CT) and National and Non-domestic Rates(NNDR)
- Provide a comprehensive Housing Benefit (HB) and Council Tax Benefit (CTB) claims service for the local residential, business community and other key stakeholders

Key events, issues and challenges:

London Wide Direct Debit Campaign

Haringey, along with 19 other London Local Authorities, took part in the London-wide Direct Debit prize draw. The aim of this campaign was to promote and increase Direct Debit take up for council tax payments across London with a prize draw for taxpayers paying or signing up to pay by Direct Debit. A couple in their 60's living in South Tottenham won the £25k prize and BLT will also consider further local Direct Debit promotional work on the back of this success.

Changes to the Small Business Rate Relief Scheme

The Government announced through its 22nd June Budget that it would make Small Business Rate Relief more generous for one year, starting from 1 October 2010.

Eligible ratepayers will receive relief at 100% on properties with rateable values of not more than £6,000 (current relief is 50%) with a tapered relief of between 100% and 0% for properties with rateable values between £6,001 and £12,000 (current tapered relief is between 50% and 0% per cent).

Some 1,700 businesses in Haringey will benefit from these revised arrangements, which will be awarded without the need for further application or communication from our ratepayers.

All affected businesses will have to be re-billed. This will take place in mid September, allowing for reduced instalment payments from 1st October 2010. Further re-billing will be needed in September 2011 when the scheme ends.

e-change of circumstances

Following on from the launch of e-benefits the service will shortly be introducing a similar process for changes in circumstances.

The e-change of circumstances system builds upon the e-benefits new claims process by enabling changes of circumstances to be reported electronically. A series of prompts takes the Customer Service Officer through the relevant questions when reporting a change in circumstances. The data is automatically uploaded into the IT system. This will eliminate unnecessary delays such as the moving of paperwork between buildings, no longer having to scan paper onto the document management system or manually inputting the details of the change from the claim form into the back office processing system.

Where documentary evidence is provided by the claimant at the time, the customer can subsequently leave the office knowing that their change has been implemented and have knowledge of their revised entitlement.

Performance

The collection rates for council tax and business rates have remained above target. With 29.7% and 31.5% achieved by the end of June, respectively. This is due to pro-active recovery of monies outstanding and the effect of a data cleansing exercise.

Processing new benefit claims and benefit changes has improved steadily from 32 days in April to 28 days in June. However this is below the target of 17. This will continue to improve as the backlog is reduced and the effects of the introduction of e-benefits. However, it must be noted that there is a continuing increase in demand at 13% for the first quarter.

CORPORATE FINANCE

The service provides the financial support to the Council.

Key events, issues and challenges:

- The Council's accounts for 2009/10 were closed and approved by General Purposes Committee on 28th June and are now in the process of being audited, which will conclude by 30th September. Substantial progress has been made on putting in place the new International Financial Reporting Standards (IFRS) which have to be fully implemented for the 2010/11 accounts.
- The Council's medium term financial strategy, covering the four years from 2010/11 to 2014/15 and how the Council is going to manage the anticipated savings required as a result of Government spending cuts. This includes working with services to support them, assessing the options available to make future years savings as well as putting control measures in place in order to monitor current restrictions on current year spending.
- Under new pension legislation aimed at strengthening pension scheme governance, the Council is required to ensure it has a separate bank account for its pension fund by 31 March 2011. Plans are in place to achieve this by the close of the calendar year.

CORPORATE PROCUREMENT

The service develops the Council's procurement strategy, policies and processes and project manages strategic corporate contracts and specific procurement initiatives.

Key events, issues and challenges:

In February 2010, a major "Meet the Buyer" event was organised by the Council in partnership with the Supply London, marketing consultants B2B and major employers in the area, including Tottenham Hotspur and North Middlesex Hospital: plus a number of the Council's contractors (that were offering sub-contracting opportunities). Subsequent to this event, Corporate Procurement commissioned Supply London to run a series of workshops for local SMEs on how to complete a Pre-Qualification Questionnaire; how to prepare tenders; how to take part in reverse auctions. These are being well received.

Corporate Procurement continues to host the London Energy Project (LEP) and in 2009/10, delivered £16.7m of savings to those London authorities that switched their energy from traditional products to wholesale flexible and risk management products. In addition, the LEP have developed an e-billing standard for utilities and which is being presented to the worldwide standards board in Brussels in September for formal adoption.

A major challenge for procurement is to secure additional savings from existing or new contracts to help meet Council savings target over 2010-13. With a 40% supplier turnover p.a. contract prices are being regularly and competitively tested. Corporate Procurement have introduced a reverse auction tool that is being used to further stretch tendered prices. Recent uses of this tool have been in relation to the new Heartlands School cleaning contract and schools transport routes.

CORPORATE PROPERTY SERVICES

The service advises the Council on the effective use of property resources.

Key events, issues and challenges:

Improved use of office space - The offices at Western Road have been vacated on time in mid July as part of the Accommodation Plan. The next phase will include the implementation of SMART working in River Park House to increase the capacity and use of this building.

CO2 reduction – Many projects are being actioned to improve the Council's CO2 footprint including:-

- Completion of new gas fired boilers and upgrades to heating controls in all high consumption sites; in part funded through Sustainable Investment Funding (SIF).
- Full installation of double glazing, at Broadwater Lodge Residential Home.

The programme continues with emphasis on using SIF funding to make further progress on improving efficiencies. From a baseline in 2006/07 the Council overall, has achieved a 6.47% reduction in CO2 emissions by the end of 2009/10 ahead of the target of 5.5%. It is expected that the target of 10% will be achieved in 2010/11 .

Capital Income – We are seeking opportunities to accelerate the property disposals programme. The property market now shows signs of long-term stability and growth so we are soft market testing this improving situation to ensure we prepare for interest shown by developers in the future.

Hornsey Town Hall – following the granting of planning permission, maintaining the momentum and bringing this project to fruition.

Revenue Income – Increasing revenue income by focusing in particular on the commercial portfolio performance. While the recession appears to be receding, in the short-term there continues to be a significant loss of tenants in the commercial portfolio, so reducing the revenue.

CUSTOMER SERVICES

The Customer Service business unit comprises of 4 face to face Customer Service Centres (CSC) North Tottenham, South Tottenham, Hornsey and Wood Green and one Call Centre located in Alex House. Customer Services provides over 20 services including, Benefits, Local taxation, Parking and Housing services to the residents and visitors to the Borough. The service takes in excess of 50,000 calls and receives 13,500 face to face contacts per month.

Key events, issues and challenges:

Performance 2010/11 - the Contact Centre has seen a marked improvement with the introduction of Shift Track for planning workforce deployment according to demand, recruitment of a resource planner and implementation of IVR (Interactive Voice response). Staff productivity has increased from 60% in January 2010 to 85% in June 2010. Overall service levels have improved by 15%, with year to date figures of 56% of calls answered within 30 seconds. The CSCs are meeting service levels of 70 % within 15 minutes. Actions to improve performance are in place and include; weekly performance reviews held with all staff, revised shift patterns, and an interim “IVR” system.

IT

The service provides technical support and strategic direction for the Council's IT infrastructure.

Key events, issues and challenges

IT Strategy 2010-13 - was approved by Cabinet on 13th July and sets out a clear vision for the IT activity that needs to be undertaken to deliver the strategic projects which address our current business priorities and the renewal of our IT infrastructure. The delivery of this strategy will be a key enabler in the modernisation of services to residents, improving the customer experience and supporting the realisation of the efficiency savings required in future years.

Government Connects Secure Extranet (GCSx) – successfully passed key central government audit in July to enable accreditation for Haringey to continued to use the secure network for sharing sensitive data between central government, local government and public sector agencies. This is currently being used by Benefits and Local Taxation to receive sensitive benefits data from DWP and other Business Units are looking to make use of our compliance (e.g. for connection to NHS systems).

People & OD Summary - Stuart Young, Asst. Chief Exec (POD)

HR have been working on measures to help identify and reduce spend within Directorates since May. Outlined below is level of progress in these areas.

Recruitment controls

A recruitment freeze has been introduced to help reduce expenditure on staff salaries. A post may be advertised internally for council staff or redeployees but external adverts have only been released for extremely needed and difficult to recruit to posts, e.g. social workers, lawyers.

This has reduced recruitment advertising levels from a level of approx 310 recruitment advertisements per year to a current predicted level of 120 advertisements for this year.

Progress on discretionary spend

An exercise was undertaken jointly with finance to highlight to managers the level of discretionary expenditure on paybill items such as honoraria payments and overtime, with a view to reducing this.

This has proven successful with a reduction in overtime expenditure per month from £510k per month in April to £470k per month in July. The level of honoraria payments has also reduced from £55k per month in April to £48k per month in July.

Consultants

The use of consultants & interim managers is monitored and a review has been underway since June to reduce the use of consultants. Outlined below is a summary of the current and predicted list of consultants at the end of September.

Consultant groupings	Count at June 2010	Count at end July 2010	Predicted count at end September based on known end dates
School Improvement Partners – Grant funded	15	15	15
Building Schools for the Future – Capital funded	13	13	9

Other consultants – Grant/ Capital funded	14 grant 5 capital	14 grant 5 capital	8 grant 4 capital
Other consultants – Revenue funded	35	31	15
TOTAL	82	78	55

Agency staff

A review of agency staff numbers and the rates of hire is underway. As a result of this exercise the number of agency staff has reduced from 657 full time equivalent in April to 582 FTE in July which has reduced the cost by approx £63k per month.

A review of supplier margins and pay rates has been undertaken with new rates being introduced from 1 September. It is anticipated that this will reduce expenditure by over £1m per year based on current usage rates.