

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

**New Revenue Investment Proposals**

Responsible Director	Ref No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments	RESPONSE
Q1 Mun Thong Phung	1 & 2	8	Adult Social Care - Reduced Contributions from NHS	695 383	<p>The Committee expressed concerns that the most vulnerable residents would take the impact.</p> <p>The committee acknowledged the demographic pressures on budgets but asked that an estimate be made of the budget pressures resulting from PCT budget changes over the next three years.</p>	<p>It is difficult to fully quantify the impact of PCT budget pressures over the next three years. Ian Wilson (Chief Exec) advised PCT financial position in 2010/11 as 'dire', with a projected overspend of £30.9 million to the end of March 2011, with their level of 'controlled' (ie allowable) overspend set by NHS London as at £28.2 million. Since 2009 the PCT has been somewhat "aggressively" reviewing all *NHS Continuing Care funded and joint funded clients, resulting in a potential cost pressure to Adult Services of £700k to the end of March 2011. Negotiation is ongoing with the PCT about their interpretation of NHS continuing care guidance (in respect of joint funding of clients) where they have taken a narrow interpretation of joint funding, resulting in transfer of funding responsibility to Adult Services. The investment represents the withdrawal of PCT funding for specific service users already reviewed.</p> <p>*NHS Continuing Care means the very highest level of care that someone can receive.</p> <p>The investment represents the withdrawal of PCT funding for specific service users. This is due to the application of the NHS Continuing Health Care assessment framework.</p>
Q2 Mun Thong Phung	3 & 4	8	Adult Social Care – Demographic Pressures – Mental Health & Older People	556 455	<p>The Committee asked for documented background information on why investment was proposed for 2011/12 only.</p>	<p>The investment requested for 2011/12 for Older People and Mental Health removes existing budget pressures in these areas plus a small amount of growth for the coming year. Population data suggests minor growth in future years [0.54% Older People; 1.27% Mental Health]. It may be necessary to request further investment in these areas in the future should demographic trends change.</p>
Q3	6	8	Adult Social	1,847	The Committee asked for more	The £1.4m income is from NHS Haringey, based on the

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Mun Thong Phung			Care Transition -		information on the "assumed £1.4 million" including where the funding was coming from.	existing needs of some children and the expectation that these will be eligible for NHS Continuing Health Care [CHC] funding. It has been flagged to highlight the potential risk. Criteria for CHC funding is very strict and NHS Haringey is applying a very 'tight' and high eligibility threshold as part of managing down their budgetary deficit.
Q4 Peter Lewis	8	9	Children & Young People (CYPS) - Demographic pressures	4,000	The Committee asked for an explanation of why, after an initial growth, reductions were planned for 2012/13 and 2013/14. The Committee also asked for more information on the £4 million investment in CYPS next year which was a concern given the savings required.	The growth is required to cover the increase in expenditure on children's placements due to the increased numbers of looked after children. The numbers of looked after children have now stabilised and it is anticipated the impact of family support and community based early intervention services will potentially impact on the numbers of looked after children.  A range of strategies are being put in place which are aimed at improving commissioning of placements which includes: increasing the number of Haringey foster carers and reducing the number of placements purchased in the private and voluntary sector, more effective management of contracted services. It is anticipated that these measures will ensure resources are used efficiently and a combination of reduced numbers of looked After Children and cost management will reduce future costs.
Q5 Peter Lewis	9	9	CYPS - increased legal cost budgets	500	The Committee requested further information on the increase in legal costs and why these were not planned to reduce in 2012/13 and 2013/14 in line with the reductions in the previous item.  Reference was also made to a question asked at an earlier OSC meeting about the rise in legal costs of taking children into care and a commentary on the measures taken to curb this spending was requested.	Measures are in place to monitor legal spend. Currently we have 159 cases (315 children). As a comparison there were 139 cases in proceedings at this time last year. There has therefore been a small increase in volume. The court team in the Children in Care Service incur the majority of costs as they carry the care proceedings cases once they move from the First Response Service.  Costs are considerable. The current average monthly spend is £310,000 which is significantly in excess of the budgetary provision. In estimating the additional resource required account has been taken of the anticipated change in the care population although, because legal costs tend to be incurred earlier, the 2011-12 amount reflects both the increased costs experienced now, together with a fall in demand in 2011-12.

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						There are six weekly case management meetings with the assistant head of legal services and principal lawyers and Children's Service managers to review all cases in care proceedings. This provides an opportunity to monitor spend and to check that progress in court cases is as it should be. In addition to this we scrutinise costs in individual cases, for example in a recent case, the legal department have instructed a legal draughtsman to audit the final invoice to us.
Q6 Peter Lewis	10	9	CYPS	1,000	The Committee expressed concern that this service was already stretched and asked for documented background information on why investment was proposed for 2011/12 only.	The service is currently experiencing financial pressures resulting in an overspend on the current budget; the proposed addition to the base budget takes into account, as far as it is possible, both current and estimated future demands.
Q7 Peter Lewis	11 (& 9)	9	CYPS	301	The Committee asked for documented background information on why investment was proposed for 2011/12 only.  At its meeting on 1 <sup>st</sup> November 2010 the Committee requested more information on Child Protection Legal Fees including the number of legal proceedings in child protection cases which were not within the Council's control (action 98.1). The Committee asked that this information be provided.	See above at ref. 10  To follow.
Q8 Peter Lewis	12 (& 9)	9	CYPS	521	The Committee asked for documented background information on why investment was proposed for 2011/12 only.	See above at ref. 10

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

**Changes and Variations (Appendix 3.2)**

Responsible Director	Ref No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee Comments	RESPONSE
Q9 Julie Parker	1	11	Inflation	6,500	The Committee asked for breakdown of what this covered especially given staff numbers were predicted to substantially fall.	This covers pay, national insurance, energy, specific contracts and general inflation provisions.
Q10 Niall Bolger	3	11	NLWA – Increase in Landfill Tax	1,500	The Committee asked whether this meant that the Council was not budgeting for a higher take-up of recycling.	The NLWA levy figure included in the draft budget is based on estimates provided by NLWA. The increase they had projected was largely due to landfill tax continuing to increase and the ongoing cost of the procurement of new facilities. Any estimate provided will include a projection for draft tonnages and hence will include assumptions about recycling levels. Subsequent to the figures included in the December Cabinet report, NLWA have updated their projection and the increase to Haringey is now assumed to be £400k. The reduced amount is due to delays in the procurement process meaning less capital investment is required in 2011-12, and also due to reduced tonnages due to ongoing economic downturn and increases in recycling rates. The Haringey recycling rate has increased from 25.9% in November 2009 to 28.7% in November 2010.
Q11 Niall Bolger	4	11	Concessionary Fares	2,500	The Committee requested more details including who charged local authorities for concessionary fares and whether inflation and new income from parking charges were taken into account.	Eligibility for Concessionary Fares / Freedom Pass is set by national legislation. London Councils administer the system within London and agree the apportionment of the total cost for London across London Boroughs. The total cost to Haringey has risen steeply in recent years due to changes in

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						apportionment method from population to usage and reductions in the level of specific grant funding to London Councils. There is no connection between the amount payable for Concessionary Fares, which is effectively a levy to the Council, and the level of Parking charges.
Q12 Julie Parker	7	11	Increase in employers pension contributions	500	The Committee requested information on why this was scheduled to increase when the number of staff was being reduced.	The actuary has reported to the Council that its funding level in the Pension Fund has fallen from 75% to 66%. Therefore the deficit has increased and although the actuary has said that the Council can maintain its current employer contribution rate, he has stated the Council could consider making additional contributions to contribute to meeting the deficit.
Q13 Julie Parker	8	11	Council Tax Benefits Subsidy	4,000 total	In response to questions the Committee noted that currently people in particular needs were granted 100% discount on Council Tax and this proposal was to reduce this subsidy by 10%.	From April 2013 the government is proposing to reduce the level of subsidy for council tax benefit to 90%, reducing the income to the Council by an estimated £4m. The Council will therefore need to decide over the next two years how to make good this income shortfall. At this stage in the financial planning process the Director of Corporate Resources believes it is prudent to make provision for this reduction.
Q14 Julie Parker	9	11	Risks to future government funding and changes in the Welfare Benefits system	5,100 Total	The Committee requested more information.	There are significant risks to the level of government funding from 2012 onwards and the Council is likely to see further increases in the demand for Children's services, Adult Social Care and Housing services as a result of the government's proposed changes to the Welfare Benefits system with a consequential increase in service costs.
Q15 Julie Parker	11	11	Debt Financing Costs	(348)	The Committee requested information on what this was.	The main reason for the projected reduction in debt financing costs is reduced interest payments. This is due to the continued use of internal cash balances in lieu of borrowing and the refinancing of loans currently costing 9.5% at a much lower rate of 4%. In light of the use of internal cash balances, there is a smaller offsetting reduction in interest earned.

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Q16		11	General		There was a general feeling that more commentary was required including detailed numbers and how the figures were arrived at on the changes and variations proposed in Appendix 3.2	The main report to Cabinet in December 2010 included more information on these items and it is recognised these narratives would have been helpful to be attached to this appendix.
Julie Parker						

**Haringey Efficiency and Savings Programme**

Responsible Director	Ref No.	Report Page No.	Area Service /	Efficiency or investment £	Overview and Scrutiny Committee comments	RESPONSE
Q17 Stuart Young	General		Staffing		A Committee Member asked for information on whether reductions in wages had been discussed with staff as opposed to redundancies thus enabling more services to be provided.	Reductions have been made to overtime, honoraria, and other such variable pay by management review of service requirements. Proposals for a review of all employment terms form part of the budget package.
Q18 Stuart Young	3	12	Human Resources (Apprenticeships)	165	The Committee expressed concerns about cuts to the Apprenticeships schemes, some of which were specifically aimed at children coming out of care.	This is an administrative & business focussed apprentice scheme, not particularly focussed at children leaving care.
Q19 Julie Parker	13	12	Corporate Property - reduction in building maintenance	150	The Committee asked for information on what service operations were planned to cease and any buildings that were scheduled for disposal.	<p>This savings proposal implemented over three years, with £150k in year 1, reduces the amount of repairs and maintenance carried out on the basis that there will be service reductions or closures within buildings managed by Corporate Property Services.</p> <p>However, as the Council's service reduction proposals are being made in parallel, as part of the overall budget process, at this stage there is no specific list of service operations planned to cease through this proposal.</p> <p>For the same reason there is currently no list of buildings scheduled for disposal which this savings proposal referred to.</p>

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Q20 Julie Parker	14	12	Corporate Property (Reduction Soft Facilities management)	150	The Committee requested more information on how the reduction would be handled, what leases the Council was committed to and whether Council owned buildings would be offered to other organisations for rental. It was specifically asked if any surplus space could be rented to the third sector organisations.	<p>This proposal relates only to a reduction in the FM Services provided within the corporate offices buildings; it does not relate to a reduction in the occupied space or number of buildings held which is part of other proposals.</p> <p>The office related services proposal would reduce the support offered to office building occupants over the next year by streamlining managerial and administrative functions. It is expected that the Service provision will reduce but that there will be no general service closures. The reduction is further supported by an assumption that there will be fewer Staff, Services and offices that will require support in the future.</p>
Q21 Julie Parker	15	13	Corporate Property (Reduction in Office Accommodation)	1,200 total	The Committee requested further details on the figures and on what buildings were being considered.	<p>This proposal is based on letting out the current vacant space within the Wood Green hub in the short term and continuing to do this as further space is released as a consequence of the expected significant reduction in staff numbers. The Accommodation Plan will be reviewed continuously to determine medium to long term options for vacating one large building in Wood Green or several smaller buildings that can be removed from the portfolio. It is estimated that £ 300K will be saved by letting out the current vacant space within Wood Green and a further £900K can be achieved in the medium term through further release of significant space over the next two years.</p> <p>All of the buildings in the offices portfolio are being considered for vacation and potential disposal in the medium term.</p>
Q22	20	13	IT	300	The Committee requested information on how	IT will contribute to the overall savings both by

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Julie Parker			(Implementing Value for Money)		IT would contribute to the overall savings.	streamlining/consolidating activities as part of the proposed restructure currently underway (implementing the outcomes from the Value for Money review) and by continuing to work closely with Directorates to support them identify where IT can enable greater efficiencies within their Business Units.
Q23 Julie Parker	22	13	BLT (HB Overpayment recovery project)	274	The Committee expressed concern about how such funds could be recovered and asked for details on how confident officers were in achieving this and why it was expected to have "no impact". Also what additional resource is proposed to increase the income and where is it in the paperwork.	<p>These overpayments generally occur where a landlord receives benefits on behalf of their tenants and an overpayment is created when we have not been told they have vacated. Following an invoice we then offset any overpayment against future payments.</p> <p>The £274k saving is net of using a temporary staffing resource to undertake this work. The recovery of monies will be monitored on a weekly basis and based on a previous pilot during 2010/11. Officers are confident that this saving will be achieved.</p> <p>There is no impact on other elements of service provision as the resource allocated is specific to this area of work.</p>
Q24 Julie Parker	23	13	Customer Contact	521	The Committee asked for information on how confident officers were in achieving this.	<p>The proposal recommends a new organisational structure that eliminates duplication of activities across Benefits, Local Taxation and Customer Services. The proposal also brings the required expertise to the customer at the front line, ensuring that we 'get it right first time' and reducing the number of customer contacts received.</p> <p>Officers are confident that the savings will be achieved after a successful e-benefits implementation, reviewing the success that has been</p>

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						achieved in other councils who have followed this model and following discussions and recommendations with the DWP who support this change. The change will be dependant on technological changes that support the new structure and working methods.
Q25 Julie Parker	24	13	Reduction in use of mobile phones	150	The Committee asked why this did not include a reduction in the use of landlines and whether alternative methods of communication such as Skype had been considered.	Guidelines as to the most cost effective use of both Council mobile phones and landlines will be issued to staff as part of the communications on this initiative. Alternative voice channels such as Skype are being reviewed as part of the IT Strategy, considerations being the guaranteed call quality through such channels and potential cost (still paying for a local call if receiving phone is a landline).
Q26 Julie Parker	25	13	ICT Efficiencies	150 total	The Committee asked for details of why this saving was not starting in 2011/12.	A similar pre-agreed saving of £150K is already in place for 2011/12.
Q27 Julie Parker	28	14	Customer Contact (shift to online transactions )	500	<p>The Committee expressed concerns that the move towards online services would exclude certain members of the community, particularly the elderly.</p> <p>The Committee expressed concern that the planned move away from face to face customer/council transactions could have the effect of marginalising and possibly excluding some residents, particularly those with restricted or no access to IT as well as older residents and those with poor English language skills. The Committee sought reassurances that the needs of these groups had been considered in any redesigned services.</p>	The move towards expanding and improving our online services is not intended to marginalise or exclude any members of our community. Rather it is expected that an increase/improvement in online services will allow members of the community that do have access to IT to utilise our services by that method. This will decrease demand that those members of the community place on face to face channels and therefore provide more capacity to better serve those with little or no IT access and language difficulties etc.
Q28	29	14	Paybill Efficiencies	2,500 Total	In response to the Committee's question it was explained that this was a proposal to review	As this proposal moves forward it will be possible to share more information. At present it involves

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Stuart Young			– review contractual terms & conditions of employment		<p>staff contractual terms and conditions. The Committee requested more information on these proposals.</p> <p>The Committee recognised the difficult position that officers were in and that certain information could not be shared at this point and highlighted the challenge of scrutinising a budget with limited information available.</p>	<p>seeking to reduce costs on all of the Council's employment terms through collective agreement.</p>										
Q29 Stuart Young	32	14	Spans of control & delayering	400	<p>The Committee asked what "benchmark spans of control ratios" meant and was informed that this meant comparisons with other organisations on the number of management posts they had.</p>	<p>Analysis has been undertaken within the Council and with other Authorities of the number of jobs reporting to each manager. This identified an average management span which was used to compare with others.</p>										
Q30 Mun Thong Phung	36	14	Recreation Services (Allotment fee increases)	22	<p>The Committee asked what the current annual rental for an allotment was and how fees compared to other boroughs. A Committee Member expressed concerns that some plots were in poor states and this did not encourage user take-up. It was recognised that the supply of allotments was high in the east of the borough but there was more demand in the west.</p>	<p>Current allotment charge is £27.75 (excluding water) for an average plot of 5 poles and is comparable with neighbouring boroughs:</p> <table border="1" data-bbox="1429 758 1912 986"> <thead> <tr> <th colspan="2">Allotment charges for 2010/11</th> </tr> </thead> <tbody> <tr> <td>Haringey</td> <td>£27.75</td> </tr> <tr> <td>Barnet</td> <td>£29.00</td> </tr> <tr> <td>Enfield</td> <td>£32.00</td> </tr> <tr> <td>W. Forest</td> <td>£35.00 (incl water)</td> </tr> </tbody> </table> <p>Regular inspections ensure that action is taken quickly where plots are not being adequately cultivated. In 2010, 148 new tenants were registered and 88 had their tenancy agreements terminated. Tenants are encouraged to increase the level of cultivation, if they fail to do so, their tenancies are terminated. Currently the sites are fully taken up. The sites in the west of the borough do have longer waiting lists as there are fewer sites and greater demand.</p>	Allotment charges for 2010/11		Haringey	£27.75	Barnet	£29.00	Enfield	£32.00	W. Forest	£35.00 (incl water)
Allotment charges for 2010/11																
Haringey	£27.75															
Barnet	£29.00															
Enfield	£32.00															
W. Forest	£35.00 (incl water)															
Q31 Mun	38	15	Reduce Recreation Developme	71	<p>The Committee asked for more detail on how this efficiency would impact on residents and whether it was actually cost effective given the</p>	<p>There would be no immediate impact on residents. The unit would still retain sufficient capacity to manage and deliver existing projects e.g. Lordship,</p>										

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Thong Phung			nt Team		reduction of the ability to attract external funding.	Down Lane, Playbuilder. Given the current economic climate, external funding is also under pressure and subject to reduction, thus opportunities will be limited. The service is also proposing to provide support to the voluntary/community sector, to lead and develop/submit external funding bids e.g. Groundwork, British Trust for Conservation Volunteers, Tottenham Hotspur Foundation.
Q32 Mun Thong Phung	39	15	Recreation Services (Tottenham Green Leisure Centre – reduction of reception cover)	27	The Committee expressed concerns that the move to online services would exclude certain members of the community, particularly the elderly and young people with dyslexia.	The main ingredient is the installation of 2 automated ticket booths at Tottenham Green Leisure Centre. This will enable Active Card holders to obtain activity/session tickets on site, without queuing at reception. The service is also introducing an online booking facility later in the year. The centre will still have a staffed reception, offering face to face access and information services.
Q33 Mun Thong Phung	40	15	Review of Parks Management	90	The Committee asked for details on what the minimum acceptable level of maintenance would be and what would happen to the gardens/plots that had been renovated under different budgets.	A reduction in grounds maintenance standards is not anticipated in implementing a reduction/reorganisation of the management structure. We would continue to resource frontline grounds maintenance for renovated sites. We will also continue to work with Groundwork, to bring forward improvement plans, and funding solutions, for small open spaces. e.g. Ducketts Common.
Q34 Mun Thong Phung	43 & 45 & 47	15 16 16	Close Woodside Day Centre & Close/reconfigure all drop in centres for older people  Close an older	149 Total 181	The Committee requested a briefing note on the closures of day centres including <ul style="list-style-type: none"> <li>• timescales,</li> <li>• a list of all care homes and day centres concerned and what services they offered,</li> <li>• other options considered and whether any other LAs had been through the same process,</li> <li>• whether all homes and centres would be closed or would some be handed over to other providers,</li> <li>• how the personalised care agenda</li> </ul>	[a] See Appendix A [b] See Appendices B1/B2/B3  [c] Yes, other options have been considered and Local Authorities who still have in-house provision are going through similar processes. [d] it is proposed that all provision would be closed and not handed over to other providers. [e] See Appendix C

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

			<p>people's care home</p>		<p>would be met,</p> <ul style="list-style-type: none"> <li>• what transitional arrangements would be put in place,</li> <li>• what discussions had been held with third sector providers,</li> <li>• what the cost of running these centres was and the cost of buying into these services</li> <li>• details of forecasted additional costs (as day centres have preventative functions) following closure</li> <li>• The information on day centres and care homes should be provided separately. The briefing note should also include the briefing on the Haven Centre which had been sent to the Chair previously.</li> </ul> <p>Committee members expressed concerns about the long term sustainability such proposals, how transition would be managed and how the quality of service would be scrutinised if provided by the voluntary sector.</p>	<p>[f] in terms of transitional arrangements, we have a project plan [including a communications plan] and weekly project meetings which form the managerial plan for the change management and transitional arrangements. It is the 'core' business of the senior Adult Services and Commissioning Management Team for the next few months and beyond. See Appendix G.</p> <p>[g] Discussions with the Voluntary Sector and Third Sector have taken place as follows:</p> <ul style="list-style-type: none"> <li>▪ Letter to partners - See Appendix D</li> <li>▪ Meeting with Naeem Sheikh 05.01.11 with Lisa Redfern, AD Adult Services and Commissioning</li> <li>▪ Wider meeting with Voluntary Sector Partners 11.01.11 – Lisa Redfern and Barbara Nicholls</li> <li>▪ Letter to partners also sent to the Well-being Partnership Board Members 04.01.11 and discussion took place about the 'whole system' partnership cuts at the Well-being Partnership Board 11.01.11.</li> <li>▪ Over the next weeks and months we will be working closely with all partners to minimise the impact of the cuts on the social and health care economy through our regular [six adults partnership community engagement boards]; individual meetings with senior leads to ensure that we communicate effectively and manage these cuts in an humane and sensitive manner, co-ordinating alternative social and health care provision, where possible.</li> </ul> <p>[h] The annual budgeted cost of services is as follows [excluding central overheads and capital charges];</p> <ul style="list-style-type: none"> <li>▪ Woodside Day Centre - £302.5k</li> <li>▪ Older People Drop Ins - £180.5k</li> </ul> <p>[i] Costs for Individual Budgets have been calculated</p>
--	--	--	---------------------------	--	---	---

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						at £105k for people currently attending Woodside Day Centre, plus estimated costs of £20k for security of the building. No costs of reprovision have been assumed for people attending drop in centres. [j] See Appendix E  [k] As [f]
Q35	46	16	Cease Salary Contribution to Jackson's lane luncheon club	10	More information on this saving was requested. Concerns were raised about the welfare of older people who used this service.	See Appendix F.
Mun Thong Phung						
Q36	48	16	Close in-house Home Care Service. Create Reablement Service	(100)	The Local Involvement Network (LINK) was concerned at the loss of such services and requested details on the arguments for this proposal and the impact on Haringey as a whole.	See Appendix H.  We will still continue to provide traditional home/personal care for those who are assessed as needing it through our tried and trusted external home care agencies who currently provide two thirds of our current domiciliary provision. Our two main providers are Care Quality Commission (CQC) rated as providing <b>good</b> quality care. However, good practice is to provide a period of up to six weeks re-ablement which is intensive personal and therapeutic input to help someone get back on their feet after a hospital admission or to prevent and unnecessary hospital admission and thereby reducing the need for long-term dependency on home care. Re-ablement involves: <ul style="list-style-type: none"> <li>• Intensive and flexible rehabilitation</li> <li>• Is Occupational Therapy driven</li> <li>• A Multi-disciplinary approach</li> </ul> <b>Its Benefits are:</b> <ul style="list-style-type: none"> <li>• Reduce Dependency on long-term care</li> <li>• Improved quality of life by being more independent and in control</li> </ul>
Mun Thong Phung						

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						<ul style="list-style-type: none"> <li>• Reduces potential cost to commissioning budgets</li> <li>• Financially advantageous for the User</li> </ul> <p>Long-term personal care will always be available for those who need it following a period of intensive reablement.</p> <p>We will also offer a personal budget to all those eligible for social care which will;</p> <ul style="list-style-type: none"> <li>• Lead to more choice and control for service users</li> <li>• New flexible services will lead to less dependency on existing day and residential care services</li> <li>• Impact on in-house services due to high unit costs</li> </ul>
Q37	49	16	Introduction of reablement service	224	The Committee asked for an explanation of this proposal.	See 48.
Mun Thong Phung						
Q38	49	16	Introduction of reablement service &	224	The Chair suggested a briefing noted on the Direct Payments system be provided to members including the percentage of people who used day care centres who would be eligible for Direct Payments funding.	Reablement is a model of service delivery which recognises the potential for people to learn new ways of undertaking familiar tasks which because of an acquired physical, sensory or cognitive impairment they believe they can no longer do for themselves. The model involves a therapy led prescription of learning how to be independent with assistance, that assistance may be through the provision of specialist equipment, major adaptations or the physical assistance or prompting of a carer (Paid/Unpaid). The model is more labour intensive than traditional domiciliary care however the intensity is for a fixed period and there is a growing body of
Mun Thong Phung	& 50	& 17	& Reduce Older People's Placement budget following introduction of Extra	304	The Committee also requested more details on where the Extra Care would be provided across the borough.	

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

			care			<p>evidence that indicates that where people have the opportunity to benefit from a period of reablement the level of on going support they require to remain independent is significantly reduced from that required if reablement was not available.</p> <p>Direct Payments are a cash payment in place of directly provided services which are available to all residents with eligible needs. Therefore all existing users of the Council Day Services are entitled to receive a direct payment in place of the service they currently receive. The cash payment can then be used to purchase alternative support services for example a personal assistant to take someone out to meet a friend/friends, people can choose to pool their cash payments to organise group activities.</p> <p>Extra Care Housing is a resource that is developed in line with the Council's Strategic Housing Investment Strategy and therefore is linked to sites across the borough that have been identified for development (new build).</p> <p>40 units of Extra Care are due to open in the west of the borough (Highgate) in March 2011 in partnership with Hill Homes Charity. A further 40 units are due to open in May 2012 in Hornsey in partnership with One Housing. It is anticipated that extra-care provision in the east of the borough will be delivered through the development of Protheroe House.</p>
Q39	53	17	Remaining OP Residential Home	(100)	The Committee requested more detail on what the current cost of running these residential homes was, what would happen to the buildings used by these homes and the cost of these services being provided by the independent sector in the nearby area. Concerns were expressed about the distance relatives would have to travel if services moved to Tottenham.	<p>The current gross cost of the Council's three residential homes are:</p> <ul style="list-style-type: none"> <li>▪ Broadwater Lodge has gross costs of £1,231k with client contribution of £306.8k;</li> <li>▪ Red House has gross cost of £1137.9k with client contribution of £373.4k;</li> <li>▪ Cranwood has gross costs of £1,903.3k with client contribution of £241.6k.</li> </ul>

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						The average costs of a general residential bed in the private sector is £500 per week with dementia beds at £555 per week. Our service strategy will continue to maximise the use of community based services including extra care.
Q40 Mun Thong Phung	58	18	Increase Adult Services Fees and Charges	280	The Committee requested more information on the impact of this and whether this would exclude service users who did not remain in their own homes.	<p>1. Increasing unit costs for internal residential care applies to those liable for the full cost of their care in all client groups. Current full cost payers are all older people, increasing the weekly charge from £550.80 to £690 in Red House, Broadwater Lodge and Cranwood and £831.30 to £1,084 in Osborne Grove Nursing Home.</p> <p>2. Adjusting the Fairer Contribution Policy (Disability Related Expenditure) disregard applies to all client groups, increasing the weekly charge for home care and day care by £2.39 per week.</p> <p>3. Adjusting the contribution towards household expenses for Adult Care Placements applies to Learning Disabilities, increasing the weekly contribution from £23.35 to £51.65 in line with national practice.</p> <p>4. Removing the maximum Fairer Contributions cap for non-residential services applies to all clients groups, increasing charges on a case by case basis by the difference between the current maximum of £550 per week and the actual cost of the service.</p>
Q41 Peter Lewis	65	19	Connexions	1,436	More information on the cuts to this service was requested.	Greater focus on students with highest level of vulnerability. Universal Services [schools] will be required to meet the needs of less needy young people. We are still awaiting the government's national specifications for a careers service.
Q42 Peter Lewis	72	20	Teenage Pregnancy and Parenthood	119	The Committee asked for information on how a better service would be delivered under the proposal.	We will still retain responsibility for strategic co-ordination. Both mainstream & specialist services will be supported to provide for teenage parents.

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Q43	73	21	Early Years	186	The Committee requested information on how this would meet the needs of Traveller and Gypsy/ Roma children.	All of these responsibilities will be picked up by existing services – Admissions, Education Welfare, and Behaviour Support. There is no loss of statutory duty
Peter Lewis						
Q44	74	20	Behaviour Support and Inclusion Management	158	The Committee asked for more information on this proposal including what the long term benefits were.	The long-term benefits will mean a much more integrated and coherent service although the actual level of service will be reduced
Peter Lewis						
Q45	77&78	21	Noise Complaints	50 50	The Committee expressed concerns about the impact on residents and there was a general consensus that there should not be a reduction in the out-of-hours service. More information was requested including whether consideration had been given to the possibility of sharing this service with a neighbouring borough and noise teams working demand led flexible hours.	Noise - These proposed savings together with line 76 (80k) will delete 3 posts that have been covered through overtime and agency arrangements. Under these saving proposals the service will retain capacity for a 7 day a week service starting at 9am each weekday and end at 3am. On weekends there will be an officer on duty until 4am Fridays and 5am Saturdays. There will be some suspension of service when there is no cover for absence. At busy periods service users will wait longer for the service to arrive and half of the complaints received will not be visited. The loss of police support at weekends will reduce our ability to deliver interventions quickly on the night and to undertake joint licensing visits. Discussions with the police on options to cover the impact of the loss of funding are planned. Discussions for shared service options in regulatory services are at an early stage but will be progressed.
Niall Bolger						
Q46	77, 78, 80 & 83	21	Enforcement (various)	Various	The Committee had concerns that these proposals would negatively impact the quality of life for residents. The Committee requested details on what the savings would mean in terms of number of cases which would not be dealt with.	Trading Standards – The saving here will delete a vacant post. Based on activity when filled, fewer cases of trading offences will be investigated.
Niall Bolger						
Q47	83	21	Street Enforcement – ward sharing	85	The Committee requested more information about what this proposal mean and how it would impact on communities, particularly young people.	Street Enforcement – The savings here will delete two vacant posts. Further changes are planned to the service, to be presented to Members to improve the Single Frontline offer. This will potentially require further prioritisation of activity on the areas of most
Niall Bolger						

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

						need.
Q48 Niall Bolger	85	21	Strategic Housing Service – Cross Service Restructure	433	The Committee requested more information on how temporary accommodation would be managed under the proposals.	<p>The proposed savings will have only a limited impact on how temporary accommodation (TA) is managed, since significant savings have already been achieved in 2010/11 through the ‘downsizing’ of the service (resulting in the deletion of 18 posts) in response to the reduction in the number of households in TA.</p> <p>The next round of restructuring (which will deliver the savings required in 2011/12) is the subject of initial consultation with staff and is affected by applications for voluntary redundancy. Although firm proposals have not yet been agreed, it is likely that Tenancy Support and Income Recovery (the core frontline services) will be protected as far as possible. Elements of TA management that are in scope include procurement, supplier liaison and lettings. It is probable that the organisation structure will be rationalised by merging teams and reducing the number of managers and support staff; the impact that this will have on performance is being assessed as the proposals are finalised.</p> <p>Over the next two years, we will be applying Strategic Commissioning methods to assess all in-house and external options in relation to the management of TA. In doing so, we will take into account the emerging trends in respect of housing demand and homelessness.</p>
Q49 Mun Thong Phung		Post meeting request	ACCS – Alexandra Road Crisis Unit		The Chair of the Overview & Scrutiny Committee asked for information on how the cuts (including in the voluntary sector) in front line services would impact upon the personalisation agenda and personalisation budgets and access to voluntary sector, social care services and what consultations had taken place, and whether there would be further cuts	<p>Services affected by proposed closure would not likely have been very ‘competitive’ in a personalised market place, with users with their own budgets making decisions about what services they wished to buy.</p> <p>The proposed closures (whilst clearly difficult and upsetting for users and carers), along with</p>

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

					<p>in mental health provision.</p>	<p>personalisation, offers an opportunity for a complete rethink of how services are delivered, and there will be opportunities for the community and voluntary sector and other initiatives such as user led services and social enterprise to become more involved in the delivery of front line services.</p> <p>Information sharing briefings with staff and current users/carers of affected services started in late December / early January.</p> <p>Formal Consultation on the proposed closures of Council run front line services will begin on 21<sup>st</sup> January 2011; as part of the consultation process Adult Commissioning will be working with user, carers and the voluntary and private sector through robust market development and management, in facilitating the development of possible alternatives (that are not necessarily completely reliant on Council direct funding) to develop a new service offer for vulnerable residents. This work is critical in supporting the roll-out of personal budgets.</p> <p>There are no current plans to ask Members to consider further proposals in Council mental health provision, and we are working closely with the PCT in regards jointly funded services.</p>
--	--	--	--	--	------------------------------------	---

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

**Capital Bids for Corporate Resources Funding 2011/12 to 2013/14**

Responsible Director	Ref No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments	RESPONSE
Julie Parker	Q50 General		Capital Receipts		The Committee asked what level of capital receipts were expected over the next 3 years.	The level of usable capital receipts, excluding earmarked receipts, is forecast as follows – for 2011/12 £9.3m, 2012/13 £7m and for 2013/14 £3.5m.
CFO completed	Q51 General		Assets Sold		The Committee would be sent the link to the Council's website where the Statement of Accounts can be found, showing the current value of the Council's assets.	Actioned
Julie Parker	Q52 6	22	Alexandra Park and Palace Charitable Trust	500	The Committee asked whether the Palace could generate more revenue to put towards the works.	This budget is to cover dilapidations to the building and will not be revenue generating.
Julie Parker	Q53 7	22	Business Support & Development – BSF	1,500 Total	The Committee questioned this capital bid and noted that this was the previously agreed Council contribution to the Building Schools for the Future (BSF) programme through the sale of a building (capital receipt). The Committee asked for the name and location of the building scheduled for sale.	Name: Pupil Referral Unit  Location: Greenfield School Coppetts Road Hornsey London N10 1JP
Julie Parker	Q54 9	22	Corporate Resources – IT Capital Programme	750	The Committee questioned the justification for this capital bid when £300k efficiencies were proposed elsewhere in IT (item 20 – page 13) and asked for more information.  The Lead Finance Officer reminded members that item 20 related to staffing and this was capital expenditure.	As highlighted by the Lead Finance Officer, item 20 relates to staffing efficiencies within the IT Services revenue budget.  This bid is to provide capital funding for services to implement IT solutions that will enable, primarily, efficiency savings to be realised within Business Units.

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Q55 Niall Bolger	19	23	Frontline Services – Redevelopment of Cranford Way site as reuse and recycling centre	900	The Committee asked for more detail on what the revenue implications of this proposal were, whether planning permission was required (and if it had been obtained) and if the running costs be the same as they currently were for the Cranford Way site.	The detailed design for the new facility is still being worked on, although it is not expected that the revenue running costs for a new facility will differ significantly from existing facilities. A planning application will be required but has not yet been submitted. It is likely that Household Waste Recycling Sites will be run by North London Waste Authority in the future.
Q56 Niall Bolger	20	23	Planning, Regeneration & Economy – Tottenham Gyrary	1,500 total	The Committee asked for the briefing note which was already in the public domain to be provided to Committee Members.	Appendix I
Q57 Niall Bolger	21	23	Strategic & Community Housing Services – Works in Default	50	The Committee asked why it was not possible to recover the £50,000	Although every effort is made to recover the cost of works in default, recovery is not possible, for example, where the expenditure relates to clearance of the home of a tenant who has mental health issues and who is ‘hoarding’ and causing a serious nuisance to neighbours.  We also have some cases where the works we undertake in default (especially in relation to drainage problems) are very expensive and, when we seek recovery of the costs from the owner, they refuse to pay. Although legal action will normally be taken to recover the debt, we do not always recover the full cost of the works and proceedings. .
Q58 Niall Bolger	22	23	Strategic & Community Housing	1000	The Committee asked who lived in these hostels and why they were being retained when care homes were being closed.	The Council’s hostels are an important part of the Council’s mixed portfolio of temporary accommodation for homeless households for whom the Council has accepted a rehousing duty.

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

			Services – Retained hostels			<p>Since 2006, work has been ongoing to rationalise the Council's hostel stock and, to date, 10 hostels (112 units) have been disposed of and 8 hostels (47 units) have been converted to larger family homes.</p> <p>The hostels provide grouped, furnished accommodation with intensive management and a support programme. They play an important role in preparing young people for independence.</p> <p>Hostel places are usually allocated to the more vulnerable households, especially 16 &amp; 17 year olds, lone parents with babies, and people who are frail and/or have a serious disability. A small number of larger hostel units are suitable for families.</p> <p>Since 2006, work has been ongoing to rationalise the Council's hostel stock and, to date, 10 hostels (112 units) have been disposed of and 8 hostels (47 units) have been converted to larger family homes. At present, the Council has 12 hostels (157 units).</p> <p>The Council's success at preventing homelessness and reducing its use of temporary accommodation has enabled it to reduce its hostel stock by converting some into settled family homes and disposing of those that are not fit for purpose or are uneconomic to repair.</p> <p>If an adequate supply of hostel accommodation is not retained, the Council would have to secure alternative accommodation in the private sector and/or from a specialist supplier of housing for 16 &amp; 17 year olds at a higher cost. Failing that, we would have to use B&amp;B.</p>
Q59 Niall	23	23	Strategic & Commun	850	The Committee requested justification for this capital bid and asked whether the funds could be recovered?	The Government has reduced, by 60%, the amount of capital investment it will provide for affordable housing in 2011-15.

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

Bolger			ity Housing Services – affordabl e housing new schemes			<p>During our discussions with the Homes and Communities Agency, it has been made very clear to us that, in order to secure government funding for affordable housing schemes, the Council will need to contribute some of the cost, either by providing some of the funding itself or by offering land at discounted or nil value.</p> <p>By setting aside a capital reserve for affordable housing, the Council will be able to invest in housing schemes and maximise the number of affordable homes built in the borough. A fall in the number of affordable homes built will result in more people living in temporary accommodation and increased financial exposure for the Council.</p> <p>The capital reserve may also enable the Council to build on small, council-owned infill sites. With four-bedroom homes costing around £180,000 to £200,000 to build, the Council could build three or four units with the aim of selling one unit to fund the scheme. In the long term, such a scheme could be self financing, helping to regenerate Council estates and reduce complaints of anti social behaviour by enabling building on sites that are currently considered 'eyesores'.</p>
--------	--	--	--	--	--	--

OSC BUDGET SCRUTINY QUESTIONS FOR 17<sup>TH</sup> JANUARY 2011, 10AM

**Schemes not competing for Capital Receipts**

Responsible Director	Ref No.	Report Page No.	Area Service /	Efficiency or investment £	Overview and Scrutiny Committee comments	RESPONSE
Q60 Julie Parker	27	24	Property – Hornsey Town Hall	7,116	In response to questions the Committee was informed that the scheme included selling land at the rear of the Town Hall to fund refurbishment of the building. The Town Hall would be run independently from the Council and offices would be leased to various organisations.	No further comments to make.