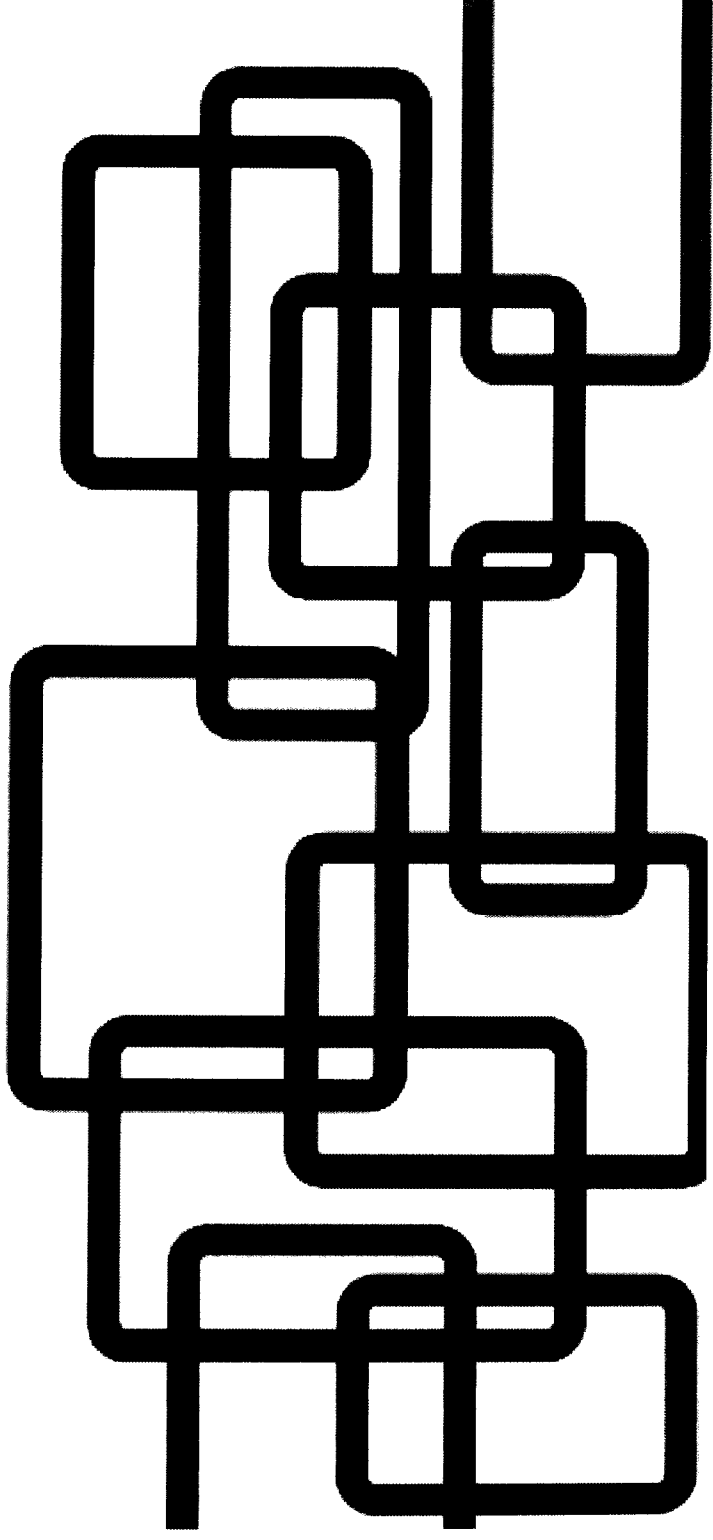


Corporate Legal Services

Pre Business plan Review

2007/2008



Business Unit: Corporate Legal Services
Budget Holder: Davina Fiore, Head of Legal Services & Monitoring Officer
Directorate: Chief Executive's

This Pre-Business Plan Review template has three main sections:

Section A:

Sets out progress against current year's objectives, performance targets and budget

Section B:

Identifies the factors that will affect the work of your business unit in the next four years

Section C:

Sets out proposals for the years ahead

There are 3 appendices which need to be completed in addition to this form:

Appendix 1

Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance. (Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2

Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3

- a) Analysis of expenditure against budget and Grants
- b) Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4

Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

SECTION A – Where is the Business Unit now?

I. Vision

Corporate Legal Service

To be among the best local authority legal services in London by providing a responsive, quality service to the satisfaction of clients.

Local Land Charges and Property Gazetteer

To be one of the best-performing Local Land Charges offices in London by providing a quality service to our customers. Implementing NLPG and other e-government objectives in line with the Council's Strategy and Vision.

Registrars

To provide a high quality, efficient and cost effective service by using improved technology and new updated software supplied by the Registrar General, and taking account of the needs of Haringey's ethnically diverse community.

2. Objectives (Current Year)

In the following table set out progress against current year objectives and identify any areas of work that will need to be carried forward to the next financial year.

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Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
<p>Corporate Legal Services</p> <p>To establish a close, effective working relationship with our client services, focussing on and tailored to achieving each individual client service's business objectives and in particular:</p> <ul style="list-style-type: none"> - Provide advice and support to all front line client departments to assist the council in achieving the key priorities in its Community Strategy 	<p>Regular client liaison meetings held with clients and process to be further refined. Service level agreements in place. Improved performance and financial information provided to clients</p> <p>Client satisfaction monitored regularly through case closure questionnaires and client interviews</p> <p>Training courses run by Property Team for Property Services on Home Information Packs and Commercial Leases</p> <p>Training delivered to 75 Environmental Services officers outlining the life cycle of an enforcement case by Criminal Litigation Team</p> <p>Training delivered to Housing managers on secure tenancies</p>	<p>Continuing review of case closure questionnaires and development of electronic questionnaire in case management system</p> <p>Delivery of more training to clients</p> <p>Further review of results from building business partnerships exercise and addressing perceived</p>	

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ASB Team delivered training on preparing witness statements

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

Participation by Legal Service in the Debt Management Board

Successful prosecutions made in areas such as New Roads and Street Works Act against utility companies. Breach of probation cases for the Youth Offending Team, Further examples provided in Appendix 2

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

Provision of detailed financial information and legal activity reports to Children's Services, and accurate detailed estimates of projected legal expenditure, to assist in bringing their total expenditure under control.

Training delivered to mental health social workers or community and human rights

- In consultation with client departments consider areas of greater income generation through legal action or early settlement negotiations in cases where this could lead to cost savings for the Council.

A number of examples of actual cases where Legal have demonstrated achievements of this objective are listed in Appendix 2

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<p>to monitor, collate and present meaningful financial and management information concerning the service, including the recovery of costs.</p>	<p>Monthly financial reports sent to all clients and customised reports provided to some business units on their request. Monthly billing takes place within 15 days of following month. Client queries responded to within 5 days</p> <p>"Traffic light report" showing current, year to date and projected year end expenditure on Legal Services being sent to Business Unit heads to assist with budget planning</p> <p>Invoice payment performance is 85% paid within 30 working days from Apr to Sept 06, Against corporate target of 92%</p> <p>The % of telephone calls answered within 15 seconds YTD - 92%, well above corporate target of 90%</p>	<p>Development of improved reports and financial information through Visualfiles</p> <p>A plan is in place to improve performance through more robust procedures and the centralisation of invoice payments</p> <p>Year End performance anticipated to be above 90%</p>	
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<p>to provide a Total Legal Service to the Council by increasing our capacity to support client departments on large scale projects involving planning, property and contracts, carrying out our own advocacy where possible and maintaining the 'light touch' monitoring of external legal service providers.</p>	<p>A number of examples of actual cases where Legal have demonstrated achievements of this objective are listed in Appendix 2</p>		
<p>Protecting the Corporate Interest and maintaining high standards of probity and ethical governance</p>	<p>Legal Service newsletters and seminars Planning Law updates Employment Law updates and seminars Training for candidates and councillors on ethical governance Ethical Governance Audit Seminars held by HoLS for lawyers regarding improving comments on reports and political</p>	<p>Further provision of newsletters, updates and seminars. Some of these will be placed on Legal Services Harinet page to improve access</p>	
<p>Aim to have recruited permanent staff into 90% of posts by September 06. Position as at Apr 06 – 78%</p>	<p>Establishment at end of August is: 73 permanent staff 17 agency staff Current ratio is: 81%</p>	<p>Further recruitment to take place in the Autumn of 2006 and 90% target to be met by Mar 07</p>	
<p>Consider procurement of a computerised voice recognition /digital dictation system</p>	<p>Some initial discussions have taken place with IT about using technology already in use in Haringey A working party is currently reviewing current and future needs for legal services</p>	<p>A pilot consisting of 10 users is planned to be set up in March/Apr 2007 A recommendation will be made by the working party in early 2007</p>	
<p>Consider procurement of an electronic library system</p>			

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<p>Consider the formation of a Corporate GIS Unit - to incorporate business/budget plans and the need for a corporate strategy and product - incorporating Land Charges LLPG & NLPG</p>	<p>CEMB have commissioned work to be done on GIS (Geographical Information System) within the wider knowledge management framework</p>	<p>Progress is contingent on decision of CEMB</p>
<p>Seek and maintain existing market share and search fee income</p>	<p>Number of searches has increased slightly from previous year and actual income is only 4K below profiled income target</p>	<p>If search numbers continue at current level then income target will be achieved</p>
<p>Maintain 100% success in meeting the statutory Performance Indicator of 99% response within 10 working days.</p>	<p>This PI is no longer measured by Audit Commission but is still monitored for performance purposes – 100% year to date</p>	<p>100% at Year End</p>
<p>Registrars Continue the computerisation of indexes to maintain the speed and efficiency of the issue of certificates in person and by post.</p>	<p>Current annual computer indexing continues for all births, deaths and marriages. All register office marriages indexes computerised and backdating for church marriages from 1837 to 1909</p>	<p>1910 indexing to be completed. 2006 B,D,M index to be checked and printed</p>
<p>Expanding marriage/ceremonies section: new Approved Premises registered.</p>	<p>No new approved premises in 2006</p>	<p>All approved premises now undertake civil partnership ceremonies</p>
<p>Improved links with other London Register Officers for training and data sharing.</p>	<p>Training Group for London now in place and is attended regularly by a representative from Haringey</p>	<p>Quarterly meetings held for London Managers group with General Registrars Officer.</p>

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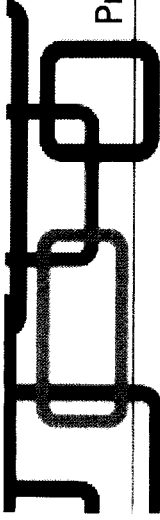
accommodate increased workload in the Register Office due to introduction of Civil Partnership Ceremonies in December 2005.	85 civil partnership ceremonies have taken place since they began in December 05. 36 have taken place since April 06	Full year estimate for number of civil partnership ceremonies is 87
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3. Performance

Please complete Appendix I.

For all indicators where performance against target or threshold is at risk set out: details in the table below

Ref	Description	2006/07 target / threshold	2006/07 performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
	Aim to have recruited permanent staff into 90% of posts by September 06. Position as at Apr 06 – 78%	90%	Establishment at end of August is: 73 permanent staff 17 agency staff Current ratio is: 81%	90%	Support staff recruitment to take place in the Autumn of 2006 and 90% target to be met by Mar 07



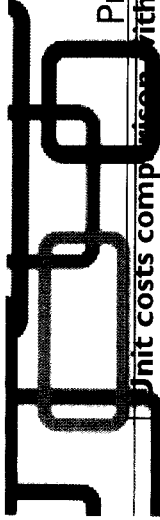
4. Value for Money (Cost, Performance, Perception)

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for money for the service. Also refer to Appendix 2 –the Audit Commission Value for Money profile.

Legal Services supports all business units in the Council and charges for time spent providing advice and action using an agreed scale of hourly rates. Any fees or disbursements such as barristers fees are paid by Legal and then recharged to clients

The Corporate Overhead recharges for Legal have increased by 24% from 2005/06 rates. The hourly rates for 06/07 were set prior to notification of this on the basis of an increase in corporate overheads of 5%. Raising the hourly rates was discussed with the Chief Executive and Director of Finance at 05/06 P11 budget meeting and it was decided not to increase them.

The impact may be that Legal will not achieve its cash limit in 2006/07. A mid year review will take place during October to see if an increase in charge rates is necessary to implement to ensure cash limit is met.



Pre Business Plan Review Template with comparators

Unit costs comparison with comparators

Hourly Rates 05/06	Benchmarking*
Principal Lawyer	4th of 10
Senior Lawyer	4 th of 11
Lawyer	5 th of 11
SL Assistant	3 rd of 7
L Assistant	4 th of 9
*Sample of London local authorities in 2005. Rating based on highest charge rate	

Hourly rates can be a viable measure of VFM if compared to authorities of similar size, with similar recharge and overhead structures. It does not, however, provide a measure of performance, service quality or added value.

A more valuable source of calculating unit costs and measuring performance would be to analyse the costs of different work types such as recovering debts, obtaining an injunction or pursuing a prosecution. The outcomes of certain case types are currently measured as P1's. The introduction of the case management system in July 2006 will provide a platform for the accurate calculation of costs and the production of management reports.

Future plans for improving VFM

Working with CPU to reduce external legal fees – some negotiations have taken place with barristers chambers to agree fixed fee scales

Introduction of the Case management system in July 2006. There is anticipated to be potential savings arising from automated work processes, faster progression of cases, improved management information and client read only access to view case progress. It should be possible for some savings for client budgets to be quantified and realised in 07/08

Working in conjunction with Homes for Haringey to explore the possibility of their officers conducting routine advocacy in possession cases. Also looking into suitable cases which could form unit pricing for clients.

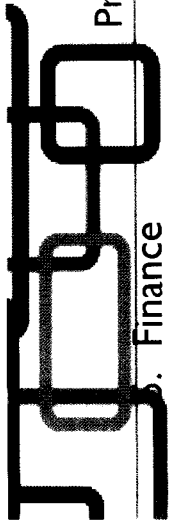
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Proposed trial of voice recognition/digital dictation software to improve efficiency of legal staff

Maximise recovery of costs – review of current strategy is to take place before April 2007

Explore external income and partnership opportunities

Development of staff as outlined in the People Plan



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Finance

5.1 Spend against Budget

Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.

Projected variation of £x – reason – remedial actions being taken / proposed	None
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5.2 Impact of Previous Years' Investment (New Table)

(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes)

Area/Service	2004/05 £'000	2005/06 £'000	Planned impact	Actual impact
Corporate Legal Services – New case management time recording system funded by increase in hourly rates			Automation of high volume case work processes Faster progression of cases Read only access to clients for viewing case progress Improved management information. E.g. measurement of recovery times and costs per case. Lawyers able to work faster therefore lower charges to clients for work and ability to absorb workload increases due to new legislation	System installed in July 06 and basic functionality such as time recording now operational A pilot for on line client access will begin in March/Apr 07 and when successful will be rolled out to other clients during 07/08

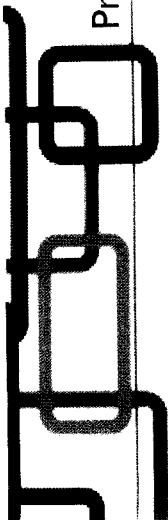
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<p>Local Land Charges Provision for reduced income target for Local Land charges – due to depressed property market and competition from personal search agencies</p>	<p>302K</p>	<p>To set income target at more achievable level</p>	<p>Year End outturn for 05/06 was an income shortfall of £128K. Cost of providing service was £149K and actual income received was £815K. The net profit for the council was £666K</p> <p>For the current year actual income is on target to meet profiled income target</p> <p>New legislation comes into effect in 2007 which means search fee rates can only cover the actual cost of providing the service. Work is currently taking place to identify the level our charges would need to be at to capture all of the council's costs. However, CIPFA guidance is awaited and it is still possible that a national fee level will be set. We need to plan to reduce income target further</p>
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5.3 Agreed **Cashable** efficiency (Please set out progress on savings already agreed over the next 3 years in addition to Savings & savings 2006/07 to 2008/09 Investments already agreed. Where savings have not been achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Corporate Legal Services - Combined effect of partnering arrangement and legal restructuring enabling some work carried out by the private sector to be carried out in house	19K			Savings achieved
Local Land Charges - Projected 2003/04 search fee of £177 compared with 2001/2 of £155 will leave council in 8th position among London Boroughs	29K			Savings achieved through contribution from Corporate Legal Services budget
Legal Services: Programme Board Efficiency Savings - savings to be made from corporate initiatives such as SAP, Tech Refresh and improved sickness monitoring	7K			Savings achieved
Total	55K			



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5.4 Agreed **Non-cashable** (Please set out progress on savings already agreed over the next 3 years. Where savings have not been efficiency savings 2006/07 to achieved state the reasons.)
2008/09

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
None				
Total				

5.5 Pre-Agreed Revenue Investment Proposals (growth bids). (Please comment on progress on use of investments previously agreed)

Details of Investment	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
None proposed				

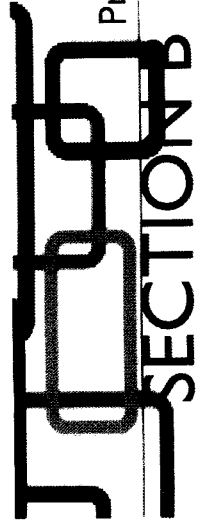
6. Risk Management

6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	Mitigation	Further actions required
1. Confidential/important documents lost (including Right-to-Buy records destroyed permanently, due absence of electronic backup).	Proposed control: System backups – when sufficient resource is available.	Explore options for off site storage of deeds and archived files in a secure and managed location. Negotiations for deed and archived files to be taken over as a managed service by the Libraries and Archives Service is ongoing
2. Further loss of Local Land Charges market share to personal search agencies.	Local Land Charges included on website. Two-tier fee structure. Annual client consultation.	Consideration for reduction of income target
3. Client overspend on Legal Services	Monthly invoice run. SAP enquiry system. Client query performance indicator. Copy of order form/invoice, receipt or fee note held on file	Case management system
4. Case management system implementation – meeting client expectation	End user training for all staff Training of super users Dedicated systems administrator/s	Phased implementation plans
5. Competition for provision of legal services to existing clients e.g. Homes for Haringey or existing clients reducing their legal services budget	Case management system Client Liaison Meetings Value for Money Review	Case management system delivers efficiencies and savings Benchmark performance Improved information on unit costs/VFM Explore other income opportunities

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<p>Effect of increasing overhead recharges in achieving agreed cash limit</p>	<p>Monthly budget management meetings Provision of financial information Client liaison meetings Service Level Agreements</p>	<p>Review accuracy of overhead charge basis Case management system will improve time recording efficiency Further reduce spend on agency staff</p>
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SECTION B

What will affect the work of your Business Unit in the next four years?

- 7. Legislative regulatory, national policy changes or other external pressures including demographic changes

Corporate Legal Services

SEE APPENDIX 4 for Corporate Legal Services Issues

Please identify and explain how these will impact on your business unit here.

Local Land Charges

The Constitutional Reform Act 2005 will come into effect on 1 April 2007; the Act includes the regulation of local authority Local Land Charges search fees which will restrict local authorities to covering the costs of providing the service and not generating excess income. There is also the possibility that the fee will become statutory, and that local government will lose the ability to set search fees.

The CON29 (Enquiries of Local Authorities) is due to be revised and to become "owned" by Department for Communities and Local Government with the possibility of having a statutory basis for the first time. These changes are likely to have a major impact, as they will require the Land Charges system settings to be changed accordingly, all Council business units to be consulted and users in Environment to be trained to implement the changes.

The current Mapping Services Agreement will expire on 31 March 2009 with a possible increase in charges for use of Ordnance Survey maps being one of the potential impacts; the Land & Property Gazetteer Manager is a member of the governing body, LoGGIC and will be informed of the negotiation process at an early stage.

We are involved in leading the project to change the Council's background mapping data to a modern product, at the same time implementing a single-source corporate mapping database with mapping management software (Go Loader) – an additional task which could stretch our resources.

Registrars

Release of software for births and deaths records to be registered on line is to be sent out by Registrar General in February 2007. This project is named Registration Online System (RON) and will at some stage, once parliamentary approval has been given, enable births and deaths to be registered at any Registrar Office. This has particular relevance for Haringey in regard to births as there is no maternity hospital in the borough so currently only details can be taken and sent onto to Barnet or Enfield or any other borough. It is anticipated that when RON is live, more births will be registered in Haringey , leading to an increase in work for the team

Customer Services are to take over the booking of appointments for citizenship ceremonies and the nationality checking service. Training has been delivered to customer services staff by Registrars and further advice and guidance has been provided such as a list of frequently asked questions

Haringey has taken part in a very successful pilot for the nationality checking service and is now a permanent addition to the range of services offered by Registrars. It is receiving more requests than it can currently accommodate for this service with current waiting times for appointments between 2 and 3 weeks

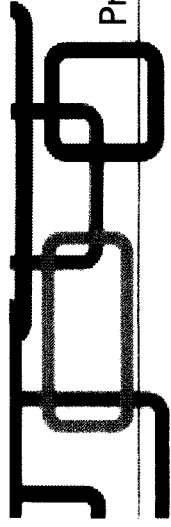
The introduction of naming ceremonies and renewal of vows ceremonies is planned and presents an opportunity to expand the range of services offered by Registrars and add a new income stream

8. Customer Focus

Customer type	Current assessment of perceptions	Proposed actions to improve perceptions to an acceptable level
<p>Most of Legal Service's customers are internal and a high emphasis is placed on providing very high standards of customer service. This is achieved by:</p> <p>Service Level Agreements tailored to specific needs of client's</p> <p>Client liaison meetings regularly take place at all management levels</p> <p>Regular seminars, training and newsletters provided for client's</p>	<p>Case closure questionnaires - results are analysed and discussed at LMT on a quarterly basis</p> <p>That last returns for Apr-Jun 06 demonstrated that over 88% of clients rated their satisfaction with the service provided as good or excellent (sample of 199)</p>	<p>Building Business Partnerships –</p> <p>To improve customer focus, a targeted consultation was carried out after being discussed at a Legal Services management away day in Jan 06. An e-mail questionnaire, focus groups and one to one interviews have been undertaken to gain a cross section of views from a range of clients from members and senior officers to operational staff. A report on the findings was presented to LMT identifying three main themes for improvement:</p> <ul style="list-style-type: none"> • Improved clarity on costs • Improved performance on timescales • More regular training on legal issues <p>A forum to discuss these issues and to agree an action plan will take place at the next quarterly Legal Services meeting in October 2006</p>

9. SMART Working

<p>People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.</p>	<p>Further development of the flexible working scheme to assist with recruitment and retention</p> <p>Meeting the criteria for the new IIP standards</p> <p>Develop IT and professional skills by encouraging lawyers to take the Diploma on Local Government Law and all staff to enrol on the European Computer Driving Licence programme: Currently 35 staff on European Computer Driving Licence Currently 7 staff on the Diploma</p>
<p>Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed. <i>Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates.</i></p>	<p>Corporate Legal Services – future IT demand</p> <p>Objectives – To deliver excellent value for money services using modern technology and sound business practices</p> <p>See attached IT development plan – Appendix 5</p>
<p>Workplace Identify any accommodation issues.</p>	<p>The refurbishment of the Legal Services area of Alex House is contingent on the removal of deeds and file archive from L8 to an off site storage facility. Negotiations with Libraries and Archives Service is ongoing</p>



SECTION C

Proposals for the year ahead

10. New objectives for the next financial year- these need to be specific and relate to service improvements.

New Vision for Legal Services: To deliver a high quality and client focused services through highly trained and motivated professional staff benefiting from excellent business support

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Number	Objective	Why is this important	Key activities	Dependencies and joint working
1	To provide a customer focused service to clients based around their current and future needs	<p>To achieve the Council's objectives</p> <p>To improve knowledge management in the Council</p> <p>Increasing income</p>	<p><u>Corporate Legal Services</u></p> <p>Building business partnerships exercise</p> <p>Case closure questionnaires</p> <p>Service level agreements</p> <p>Training and seminars</p> <p><u>Local Land Charges</u></p> <p>Consideration of formation of Corporate GIS unit</p> <p><u>Registrars</u></p> <p>Expansion of nationality checking service capacity</p> <p>Introducing naming and renewal of vows</p>	<p>Legal Services Clients</p> <p>Dependant on CEMB decision</p> <p>Subject to member approval</p>

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	<p>To deliver excellent value for money services using modern technology and sound business practices</p>	<p>Value for money requirements</p>	<p><u>Corporate Legal Services</u> Development of case management system Electronic library facilities Voice recognition system Digital pen pilot <u>Local Land Charges</u> Further development of LLPG Mapping services Corporate GIS Unit <u>Registrars</u> Introduction of Registration Online Service (RON) Expansion of Nationality Checking Service</p>	<p>Budget provision IT staff availability Client departments Additional computer system to be introduced</p>
<p>3</p>	<p>Robust financial management of the business to deliver high levels of services at a value for money cost</p>	<p>Value for money requirements</p>	<p><u>Corporate Legal Services</u> Development of case management system Exploring external income opportunities <u>Local Land Charges</u> <u>Registrars</u> Citizenship Ceremonies Nationality Checking Service Naming and renewal of vows ceremonies</p>	<p>Clients Communications Team for marketing</p>

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To develop staff to achieve their professional and personal potential	To continue to meet the IP standards and to provide value for money and to assist in recruitment and retention of staff	<u>Corporate Legal Services</u> <u>Local Land Charges</u> <u>Registrars</u> All – People Plan Performance Appraisals	OD & L Personnel

II. Capital Investment Proposals

Please list all capital proposals that have been submitted in the capital appraisal process.

Proposed investment (description of scheme/ programme line)	Capital sought from Council resources			Council contribution as a percentage of overall capital cost
	2007/08 £	2008/09 £	2009/10 £	
None				

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 2. New Revenue Investment Proposals (growth bids).

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) Key service priority investments									
None									
(b) Unavoidable cost pressure (price above inflation, demand above plans—evidence required)									
Reduction of Local Land Charges Income target	Necessary because of new legislation	Central Finance currently assessing potential charging levels to identify necessary reduction in income target – Not possible to provide figures as yet							
(c) Revenue Implications of capital bids (table 12)									
None									

13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 2010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
a) <u>Cashable Efficiency savings</u>								
Case Management System :- Savings cannot be quantified until reporting functionality on system is up and running which should be by end of 2006	Please note that reductions in charges would affect client departments budgets and not Legal Service's cash limit							
Faster progression of cases	Less chargeable time spent on cases by officers							
Automation of high volume case work processes	Setting of agreed fixed fees where processes can be automated giving client departments certainty over costs							

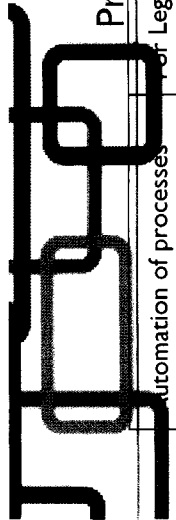
Pre Business Plan Review Template

Read only access for clients for viewing case progress	Officers will spend less time updating clients who will also save on cost of speaking to officer								
Registrars – potential new income stream from naming and renewal of vows ceremonies	Take up has been limited in authorities	£3K	£3K	£3K	£3K	£3K	£3K	£3K	£3K
b) Service Reductions									
NONE									
Total		£3K	£3K	£3K	£3K	£3K	£3K	£3K	£3K

14. New non-cashable savings

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.
An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working or	Impact on performance (for LBH & Partners)	07/08 over and above 06/07 £'000	08/09 over and above 07/08 £'000	09/10 over and above 08/09 £'000	10/11 over and above 09/10 £'000	Dependencies/ impact
Case Management System :- Savings cannot be quantified until reporting functionality on system is up and running which should be by end of 2006						



Pre Business Plan Review Template

Automation of processes and functionality of system will increase capacity of Legal to take on additional work from new legislation without recruiting additional staff									
Automation of Legal Services this means improved efficiency and VFM For clients – improved service delivery and reduced costs									
Total									

Appendix 2 - Pre Business Plan Review 2007/2008

Successful cases/outcomes achieved by Legal team's during this year

Corporate, Education and Social Care Team

Social Care

Training on community care and human rights to mental health social workers – 3 sessions delivered

Very high profile and complex case of Child C successfully completed (concluding with appeal by foster carer refused) – child now placed for adoption.

Extensive legal advice to Private Fostering Co-ordinator on the content of publicity leaflets to inform parents, carers and other professionals about the new wider legal duties owed to “privately fostered” children.

Assistance to Asylum Service in helping to identify cases in which support can be withdrawn and judicial review of decisions has been prevented, leading to substantial costs savings for the Service.

EEC

Employment Tribunal Cases

In period 1 April to 7 September 2006: -

- 5 ET cases dismissed (3 unfair dismissal, 2 linked unfair dismissal and race discrimination)
- 1 request for review of ET decision to dismiss a claim was refused.
- 2 claims were withdrawn by the Claimants.
- 2 cases were settled satisfactorily in the view of the clients.
- 1 Employment Appeal Tribunal appeal case was dismissed.

Employment Law Bulletins and Briefings

In period 1 April to 7 September 2006 the EEC team has produced 3 bulletins and held 3 briefings for Personnel clients. Attendance at the briefings varied between 18 and 25 attendees.

Partnerships & Regeneration Team

Contracts

Framework Agreements – Council was one of first authorities to implement these pursuant to Public Contracts Regulations 2000

Work on Accord Waste Management Contract – advice on a variety of issues including recent dispute re waste collection

Resource Centre – drafting and negotiating conditions for this. This will be used as a template for other public sector authorities in London

Reduction of backlog in building contracts

Work on establishment of standard template contracts

Connexions – service provision agreements for careers management across north London

Mean Fiddler – hire of Finsbury Park for the Mayor's Respect concert

Refurbishment of Alexandra House Contract – Mulalley & Co

Planning

The provision of high quality advice and support throughout the Unitary Development Plan Process from inception to adoption (including Public Inquiry) on 17 July 2006.

The team has an almost 100% success rate for completing major application Section 106 agreements within 13 weeks of receipt of the planning application. On a strategic level this contributes to successfully securing the Planning Administration Grant.

We produce on a quarterly basis the Planning Environment and Licensing Law Bulletin which is circulated to Members and Officers. This provides an update on new legislation, looks at recent case law and comments on aspects of current legislation.

The team has an 80% success rate for the dismissal of Planning Appeals that are heard by way of Public Inquiry. Recent examples are: 107-143 Muswell Hill Road (Odeon Cinema)

BT/Ariella Fashion Site, Watsons Road, N22

The provision of High Quality advice and support to client departments covering planning, highways, licensing, traffic and regeneration.

Ensuring the smooth running and successful implementation of the Licensing Act 2003 through advice, attendance at Committee and dealing with Appeals in the Magistrates Court. An example is the Finsbury Park Premises Licence and Appeal which were determined in time for the London Rise Festival on the 8 July 2006.

Providing advice on the Statement of Gambling Policy for the Borough pursuant to the Gambling Act 2005.

Property

As a result of liaison with Housing (Homes for Haringey) and rent accounts. Property Team initiated procedures resulting in the collection of previously suspended rents/writes offs when completing sales in accordance with the Right to buy legislation. This sum was in excess of £109,000.00.

Property Team carried out Haringey's first voluntary registration scheme of unregistered land. Due to its success together with favourable cost negotiations with the Land Registry, the Council intend to extend voluntary registrations. Registration will result in cost savings, transparency as to ownership and fits neatly in with e-conveyancing and e-Government.

Housing & Litigation

Criminal Litigation

Well received training to some 75 Environmental Services officers over a 2-3 month period from April – June 2006 outlining the life cycle of an enforcement case. Excellent feedback from client officers who attended.

Successful prosecutions in a relatively quiet area of planning enforcement where prosecutions are not often undertaken in 2005 and 2006 with some still ongoing.

Start of New Roads and Street Works Act prosecutions (first prosecutions by LBH) – now to be heard in September 2006 in court

against Utility Companies - National Grid Gas and Thames Water.

Start of prosecutions for breaching TPOs within the borough (again a relatively quiet area re enforcement) – due to be heard in September 2006 in court – against one homeowner and one developer.

Steady stream of successful breach of probation cases for the Youth Offending Team with excellent feedback.

Successful Implementation of a dedicated Haringey Council prosecution list at Tottenham Magistrates Court every fortnight where some 20-30 cases are dealt with solely for LBH.

Start of new prosecutions under Licensing Act 2003 – ongoing.

Senior Criminal Lawyer has met with potential new client departments to introduce our services – housing prosecutions, parking prosecutions (disabled parking badges etc), tenancy/eviction prosecutions.

Civil Litigation

Leasehold Service Charges

At a hearing in Edmonton County Court in June 2006, in the first legal challenge to the Council's pre-October 2003 leasehold service charge consultation procedures since the "Test case" decision of LBH –v- Ball in December 2004, the District Judge held that the Council's procedures complied with the statutory requirements and upheld the Council's claim for £3,500. This was an important milestone as several other cases involving more substantial amounts (over £20,000) are in the pipe line. The claim and advocacy at the hearing, was conducted in-house.

Of the 161 claims for unpaid leasehold service charges that were stayed pending the successful outcome of the LSC "Test Case" in December 2004, only 13 cases (amounting in total to just over £110,000) remain unresolved. All of these cases are listed for hearing at Edmonton County Court on 7 September 2006 when the Council will apply for summary judgement. The small minority of leaseholders still holding out will be forced to either concede and pay up or have their cases transferred to the Leasehold Valuation Tribunal for speedy resolution of any outstanding disputes not covered by the Test Case judgement.

Control of Commercial Premises

The right of the Council to effectively control business activities carried on at its commercial premises was upheld at a hearing at Edmonton County Court in August 2006. The Council owns and manages a substantial portfolio of commercial premises and regulates the activities carried on by its commercial tenants under the terms of the lease.

In the case of LBH –v- C the Council was the landlord of two adjacent shops in a small parade of shops in Park Lane. The leases of the shops restricted the use to particular trades with not more than one type of each shop in the parade. The object was to maintain a range of shops for the benefit of the local community and to make the shops more attractive to let.

When Mr C took over the lease of Park Lane he made substantial alterations to the premises without permission and commenced selling a wide range of goods in direct competition with other shops in the parade. Following complaints to Ward Councillors, attempts to resolve the problem by negotiation failed. In August 2006 the Court ruled that Mr C forfeit the lease unless by 5 September he removes an unauthorised rear extension and stops selling goods (including alcohol) other than those permitted by his lease. Mr C was also ordered to pay £2000 towards the Council's legal costs.

Enforced Sale of residential premises

In support of the Council's resolve to reduce overall levels of corporate debt, the Legal Service has been supporting a firmer stance on enforcement and has been successful in obtaining a number of orders for compulsory sale of residential premises to pay off substantial debts. This is a particularly effective method of consolidating enforcement action where debts are owed to more than one Council service. In the recent case LBH –v- S, consolidated action resulted in the recovery of £7,614 council tax arrears plus £2703 due to Environmental Services.

Housing Litigation

LBH v W

Joint tenants (husband and wife) applied to exercise their RTB. On receipt of their application for a mortgage, the Building Society contacted the Council to advise that the tenants already had a mortgage on a property in Luton. Possession proceedings were issued on the basis that the Council property was not being used as their sole/principal home. The couple attempted to use the Corporate Complaints procedure to defeat the claim, however as the case was already the subject of court proceedings they were not able to utilise the procedure. The husband attempted to defend the claim, insisting that he was separated from his wife and still living in London.

The court granted the Council a possession order and awarded costs of £2000. The costs are being paid at £100 per month,

LBH v W

The Defendant applied for the succession of his mother's tenancy and failed. Possession proceedings were issued by the Council and were issued on the basis that no one was entitled to succeed to the tenancy. The property was 1 bed room flat and the deceased tenant's son alleged that he had lived there with his mother and his son for more than 12 months. Following investigations, it was clear that the Defendant had not been living in England at the time of his mother's death. An aggrieved ex-partner provided sufficient evidence to the Council to prove to the court that he owned a property in another country and that he had been living there for some time.

At the court hearing it was clear that the Defendant had brought his son into the country 2 weeks before the hearing. The court granted the Council a possession order

W v LBH

A litigant in person issued a claim against the Council alleging that it had allowed carbon monoxide fumes into his home, which had affected his health. An application was made to strike out the claim as it had not been sufficiently particularised to allow the Council to respond to the allegations. An amended claim was submitted and again struck out for the same reason. The Council was awarded costs against the Claimant

ASBAT

Obtaining 16 possession orders in respect of council owned properties being used as crack houses.

Securing 2 ASBO's against two drug users who have caused havoc across North Tottenham by sleeping in stairwells in council owned blocks selling and taking Class A drugs. The pair were excluded from the borough for a period of 3 years.

Successfully prosecuting a breach of an Injunction order resulting in the defendant being given a custodial sentence.

A number of ASBO's in relation to crack house have been attached to possession proceedings excluding the tenants from returning to their properties pending determination of the possession proceedings.

Successfully opposed an application to suspend a warrant of possession following a 2 day hearing. The team relied upon the authority set out in Hopkins and Sheffield by introducing a new ground for eviction which was not included in the original possession proceedings in respect of rent arrears.

An ASBO appeal was successfully defended and the original ASBO was upheld following a 2 day hearing in the Wood Green Crown Court.

Applications for Injunctions have been applied for to protect council employees who have been threatened in various departments across the council.

		cashable/ non-cashable	07/08 £000	08/09 £000	
4.1 Pre-agreed eff savings 0506					
4.2 Pre-agreed eff savings 0607 - 0809	Efficiency saving	cashable/ non-cashable	07/08 £000	08/09 £000	
	<p>Combined effect of partnering arrangement and legal restructuring enabling some work presently carried out by the private sector to be carried out in house presents the potential for savings to be made from clients' budgets in 2004/5.</p> <p>Increase in paper based search fees over and above inflation.</p>				
4.3 Revenue Investments 0607 - 0809	Revenue Investment		07/08 £000	08/09 £000	
4.4 Capital Investments 0607 - 0809			07/08 £000	08/09 £000	Funding Source

Appendix 3 - Financial Tables LEGAL SERVICES

Table 1. Cost of Your Service (This table will be filled in by Corporate Finance to agree to the cash limit schedule for August). Please give the projected year end variance for each service budget within your business unit)

Service Area	Gross Expenditure Budget @ July 06 (£'000)	Gross Income Budget @ July 06 (£'000)	Net Budget @ July 06 (£'000)	Net Projected Outturn (£'000)	Projected Year End Variance (£'000)
C60000 – LEGAL SERV MGR	122	0	122	122	0
C61000 – REGISTRAR OF BDM	406	-371	35	35	0
C063 – CORPORATE LEGAL	3,851	-4,214	-363	-363	0
C62000 – LOCAL LAND CHARGES	179	-947	-768	-768	0
Total Budget (cash limit)	4,558	-5,532	-974	-974	0

A mid year review will take place for corporate Legal Services during P6 to see if an increase in charge rates is necessary to implement to ensure cash limit is met.

A reduction of the Local Land Charges Income target maybe necessary because of new legislation and Central Finance are currently assessing potential charging levels to identify required reduction of the income target.

Appendix 3 - Financial Tables (Continued)

Table 2. Cost of Your Service (This table breaks down your budget into expenditure & income types)	
Subjective Description	Budget @ July 06 (£'000)
Employees	4,086
Premises	15
Transport	3
Supplies & Services	495
Third Party Payments	0
Transfer Payments	0
Contingencies	-41
Total Expenditure excl. o/heads/ capital charges	4,558
Government Grants	-181
Other Contributions	-1,137
Receipts	-4,214
Total Income excl. overheads	-5532
Total Net Budget (cash limit)	-974
Overhead / Support Services Charges	1192
Capital Charges	0
Overhead Income	0
Total Budget incl. overheads & capital charges (SAP rec)	218

Appendix 3 - Financial Tables (Continued)

Table 3 Grants (of this revised budget please set out what grants are included, what they fund, the end date and plans for accommodating in mainstream funding)

Grant	Amount £'000	Purpose	End Date	Mainstreaming Plans
HO Nationality Ceremonies	110			
Total	110			

**CORPORATE LEGAL SERVICES
IT DEVELOPMENT PLAN 2006 – 2008**

Project	No	Details	Current Target date	Completion date	Owner	Status (RAG)	Explanation for Red/Amber status and any target date variances
VISUALFILES		Test Installed hardware/software	30/06/06	30/06/06			completed
		Phase 1 – time recording software	30/06/06	30/06/06			completed
		Phase 1 – database functioning	30/06/06	30/06/06			completed
		Phase 1 – data migration	30/06/06	30/06/06			completed
		Phase 1 – end user training	30/06/06	30/06/06			completed
		Phase 1 – go live	03/07/06	03/07/06			completed
Phase 2		Phase 2 Development of reporting tool: Legal recharges	31/10/06			A	
		Productivity by officer					
		Open cases by officer					
		Phase 2 – RTB workflow	31/10/06			A	
		Phase 2 – On line client access pilot for Homes for Haringey	31/01/07				
		Phase 2 – Workflows for Debt Recovery, Housing and Child care	31/03/07				
	Phase 2 – Development of Laserforms application	31/03/07					
	Phase 2 – LEXCEL Office Manual to be loaded onto Visualfiles	31/03/07					
	Phase 2 – Development of M2/Outlook functionality	31/03/07					

Phase 3	Phase 3 – Workflows for other legal teams	31/12/07					
	Phase 3—roll out of on line client access for other business units	31/12/07					
	Phase 3 – SAP interface	31/12/07					
	Phase 3 – Data Warehouse	31/12/07					
	Phase 3 – Digital dashboard	31/12/07					
	Phase 3 – integration with GIS and other systems such as E-care and I-World	31/03/08					

Project	No	Details	Current Target date	Completion date	Owner	Status (RAG)	Explanation for Red/Amber status and any target date variances
VOICE RECOGNITION /DIGITAL DICTATION		Costs for trial of Dragon Naturally speaking for 10 lawyers to be supplied by Sheila Mair (SM)	30/09/06				
		Set up of trial – teams to be nominated					
		Trial and evaluation					
		Review of other products – Big Hand					
		Report to be submitted for decision by LMT					
ELECTRONIC RESEARCH FACILITIES		Working group formed					
		Product testing					
		Report to be submitted for decision by LMT					
DIGITAL PENS AND PAPER		Costs for trial to be supplied by SM					
		Set up of trial – teams to be nominated					
		Trial and evaluation					
		Report to be submitted for decision by LMT					

Project	No	Details	Current Target date	Completion date	Owner	Status (RAG)	Explanation for Red/Amber status and any target date variances
REMOTE AND MOBILE ACCESS TO VISUALFILES		Interest expressed by XMT on 23/0/806 – AC to discuss further with SM					
VIDEO CONFERENCE WEB CAMS		Interest expressed by XMT on 23/0/806 – AC to discuss further with SM					
HANDHELD DEVICES FOR E-MAIL ACCESS		Interest expressed by XMT on 23/0/806 – AC to discuss further with SM					

Summary

The priority for 2006/07 will be to continue the development of Visualfiles and this will focus on three main areas:

- Development of reporting functionality to enable clients to be provided with detailed information on legal recharges. Managers to have access to reports on productivity, open cases and other performance management information. Reports for comparison purposes such as total costs per work type, individual fee earner income and counsel expenditure

- A pilot for read only on line client access via Harinet to enable clients to view case progress, charges for legal time and fees and other information such as viewing letters and documents. It is planned to set up a pilot for Homes for Haringey as a part of their Legal Services Review in early 2007

- Development of workflows – The first workflow to be set up is the Right to Buy workflow and work has already begun on this. Once completed and tested it will replace the MS Access database currently in use. The next workflows to be developed will be for debt recovery and childcare

Other activities to take place during 2006/07 will be the setting up of a pilot to review Dragon Naturally Speaking voice recognition software. This application is already in use in Social Services and has been packaged by Central IT. This will save costs as the only expenses will be the cost of licences and equipment. Other products can be considered as parts of the trial are Crescendo voice recognition/digital dictation software and Big Hand digital dictation software, which can be easily integrated with Visualfiles. Both providers of these products have agreed to allow us to have a trial period using the software/hardware at a reduced costs (prices to be confirmed)

Electronic research facilities – John Suddaby is leading a working group and will report back to LMT later in 2006

Digital pens and paper – Sheila Mair to report back with further details and costs by end of October

Handheld devices for e-mail and MS Outlook calendar access

Appendix 4

Corporate Legal Services

What will affect the work of your Business Unit in the next four years?

Legislative regulatory, national policy changes or other external pressures including demographic changes

Corporate Issues

Homes for Haringey - review of legal services is due to take place in early 2007. This could result in losing a major client

Corporate, Education and Social Care Team

Please identify and explain how these will impact on your business unit here.

Social Care

1. Review of Child Care Proceedings System by DCA & DfES (published May 06) – recommends the issuing of statutory guidance to local authorities setting out the minimum standards for every application for a care/supervision order covering all the steps courts will undertake before issuing proceedings, and more use of costs in cases of non-compliance or cases of improperly brought applications for emergency protection orders. Likely impact: The legal team will have an expanded key role in ensuring that applications are in a suitable state to proceed in this major area of their work for Children's services, at a time when the client department is under heavy budgetary pressure to reduce the costs of care proceedings.
2. New family court arrangements at a time when courts under pressure to reduce delay in the context of the above recommendations. Likely impact: Courts will make more rigorous demands on our clients for higher standards of case preparation (see above); need to develop effective working relationships with our local courts in order to manage these greater demands.
3. Budgetary pressure on Children's Services to reduce the costs of care proceedings. Likely impact: need to develop new relationships with counsel as external providers of advocacy, and consider other possible strategies.
4. Tensions between providers of social care and health services (in context of major health spending cuts) at a time when possible joint responsibility for delivery of both types of services is envisaged in the near future. Likely impact: Possible new joint management structures will impact on delivery of our services to Adult Services.
5. Central government policy on asylum seekers. Impact: legal advice and representation needed re: local authority review of support cases
6. Mental Capacity Act 2005 comes into force spring 2007 – Impact: Adult Services will need advice on the new law.

Impact of Legal Services Commission funding cuts on availability of legal representation for respondent parents in care proceedings likely to increase costs to Social Services Departments in two significant ways, firstly legal will have to deal with unrepresented parents directly and secondly there is a risk that parents and the court may request Social Services Departments fund legal advice for parents to ensure Human Rights Act equality. Changes are due to come in April 2007. Many local firms have already indicated that their child care practices will be unsustainable and will cease practicing in this area of law in April 2007.

How will your team meet these challenges and what changes or resources are needed?

Social Care

1. We will review the impact of these recommendations – they may require an increase in both social work and legal resources.
2. We will continue to liaise with clients and courts in an effort to improve the effectiveness of the service overall
3. We will keep under review all possible strategies for reducing our clients' costs while maintaining an acceptable level of service.
4. Keep under review
5. Already being provided
6. We will provide a summary of the relevant changes to Adult Services

Please identify and explain how these will impact on your business unit here.

EEC

1. The policy framework within education which is giving greater independence from local authorities to schools, particularly secondary schools.
2. Outsourcing and greater partnership working which gives rise to different types of employment relationships, moving away from the direct employment model.
3. General legislative change which has been constant in both the employment and education fields over the last 4 years. There is no reason to suppose that this will change in the next 4, particularly if there is a change in government at the next general election.
4. In the shorter term, the impact of new legislation on age discrimination and changes in the legislation concerning maternity and paternity rights. In addition there is a significant change in the legal framework surrounding the employment status of agency workers which is still in process.

How will your team meet these challenges and what changes or resources are needed?

EEC

1. Through increased marketing of the service that the team can offer, including exploration of how we can show that we provide value for money in delivering that service.
2. Increasing the profile of the team through publications and seminars.
3. Refining our training and seminar programme to encompass the new legislative developments.
4. In order to achieve the above there is a resource implication in the marketing strategy. For example the production of more professional publications will have a cost implication for the service. There could also be an implication for the staffing component of the team, in that greater emphasis will need to be given to client contact and networking, particularly in the schools. This may mean the consideration of the need for an additional staff resource to give this flexibility at the same time as maintaining our casework and advice capability.

Partnerships & Regeneration Team

Please identify and explain how these will impact on your business unit here.

Contracts

1. Impact of Public Contracts Regulations 2006 which allows for different types of procurement e.g via central purchasing bodies, framework agreements, electronic tendering and use of e-auctions.
2. Changes in CSOs and Constitution, revision of CSOs may change the way we work.
3. Setting up of ALMO, Homes for Haringey, will mean that client for construction contracts is a separate body from the Council so procedures for approval and execution of contracts will be different.
4. Trading – the possibility of working for other local authorities. This was mooted at Away Day and may be relevant in future although

no spare capacity in contracts at the moment.

5. FOIA – work arising from this both in terms of public requests and also changes in way reports are written, divided up into exempt and non-exempt.

How will your team meet these challenges and what changes or resources are needed?

Contracts

1. We have already introduced framework agreements for building contracts. We are now working on standard template documents for different types of contract. This will mean that the Contracts Team can streamline its work and concentrate on different types of contracts and more innovative work. Hays Resource Centre which deals with supply of temp staff and recruitment of permanent staff is an e.g. of a central purchasing body which has been put in place, and which the Contracts Team contributed to in preparing the tender and conditions of contract.
2. With introduction of electronic procurement and e auctions, team may need extra training.

Availability of on-line research resources would enhance productivity and result in a speedy response to client.

Please identify and explain how these will impact on your business unit here.

Planning

Increase in Planning and Licensing Appeals – Requirement for most of these appeals to be conducted in house.

Priority given to Planning Enforcement in the Borough – More advice work

Gambling Act 2005 – Increase in advice surrounding implementation and operation of the act. There will also be more committee hearings to attend.

Regeneration – particularly Tottenham Hale and Haringey Heartlands. More specialist planning and S106 knowledge will be required. This

may require training of existing members of staff. Planning Gain Supplement – Advice in relation to implementation and operation.

Planning and Compulsory purchase Act 2004 – Policy advice surrounding the Local Development Scheme including Development Plan Documents and Supplementary Planning Documents.

Taking over all planning enforcement work except prosecutions from the Criminal Litigation team – Drafting of notices to include: enforcement , maintenance of land, breach of condition, stop notices, listed building,, conservation area and TPO etc.

How will your team meet these challenges and what changes or resources are needed?

Planning

Staff will need to become more specialised and develop advocacy skills. Training and development will be required. Staff will need to keep up to date with changes in legislation.

Consideration will need to be given to whether it is necessary to have a dedicated licensing lawyer.

At present I believe that the regeneration work can be handled in house but consideration will be given to whether it is necessary to use consultants or Counsel.

The enforcement work will require at least one further member of staff.

Increase in advice and appeal work will impact on staff resources and consideration will need to be given to increasing staff numbers.

Please identify and explain how these will impact on your business unit here.

Property

I.Continuing developments in respect of e-conveyancing including Legislative changes to time limits/forms etc. In this respect we will need to continually update our standard documentation. Changes are likely to result in required training for staff and clients.

2. Home Information packs are due to come into force in June 2007. The impact on the Council however, will be minimal as the legislation relates to residential property only and property that is to be marketed. Therefore RTB sales will not be affected, but properties offered for sale may be.

3. In relation to client care, there is likely to be an impact on Legal due to the budgetary restraints on clients, although close liaison with clients will enable us to deal proactively with possible changes.

How will your team meet these challenges and what changes or resources are needed?

Property

Please identify and explain how these will impact on your business unit here.

Projects

It is unlikely that the above would impact on the existing projects as fundings have been secured for a set period of time typically until end March 2008. What would impact on future projects are changes in the way central government departments provide future funding or unavailability of funding for that matter. However the Council has been invited to bid for the next Growth Area Funds- Round 3. Whether the Council is successful or not will have an impact on those projects chosen to be funded and thus whether or not there will be any legal work.

Council led projects such as the regeneration of Tottenham Town Hall, the regeneration of seven sisters area and some parts of the Heartlands are in abeyance or moving slowly.

How will your team meet these challenges and what changes or resources are needed?

Projects

It is likely that the number of projects will continue at the rate it is at the moment. Knowledge and experience has to be maintained as some of the projects can be complicated legally. I do not foresee any great increase in extra resources being required but may need to work with other teams such as contracts, planning and employment if a specialist in these areas are required.

Housing & Litigation Team

Please identify and explain how these will impact on your business unit here.
Civil Litigation

1. Internal – Improvements in IT in Property Services
With the implementation of the new Manhattan System in Property Services, Civil Litigation Team will now have read only access to Commercial Rent Accounts. This should result in improvements in the time taken to process cases involving recovery of commercial rent arrears and should reduce the cost of this work to the Client Service or enable Legal Service to do more work for the same or less cost.
2. Internal – Dilapidation Claims
There are indications that Property Services are becoming more pro-active about pursuing claims for dilapidations on hand back of property where it is likely to be economic to pursue such claims.
3. “Decent Homes” Funding - Leasehold Service Charges
Homes for Haringey is seeking substantial central government funding to bring about substantial improvements in the residential housing stock. A successful application could result in a quadrupling of spending on works during the next five years, including major project works for which leaseholders can be re-charged a proportion of the total cost. This could result in a significant increase in the amount of unpaid and disputed invoices for leasehold service charges leading to a corresponding increase in the volume of disputes referred to the County Court and/or Leasehold Valuation Tribunal. The effects of this could start to bite by late 2007.

How will your team meet these challenges and what changes or resources are needed?

Civil Litigation

Maintain liaison with client services; Monitor the costs and workflow ; Keep the implications for staff resources under review.

Please identify and explain how these will impact on your business unit here.

Criminal Litigation

Legislative changes will affect the team, particularly in the areas of Environmental Crime and Benefit Fraud.

Benefit Fraud

A proposed Welfare Reform Bill will allow the Council to prosecute cases on behalf of the Department for Works and Pension where there is a link with Council housing benefit and council tax documentation. Clients have already welcomed the possibility of such a development, as they consider the work of the team to be more efficient and effective than the DWP lawyers currently are. Accordingly, there will be an increase in work coming into the team.

Environmental Crime

It is anticipated that work generated by the introduction of the Clean Neighbourhoods Act 2005 – largely all in force since April 2006 – will continue to grow as all of its provisions come into force. Further, enforcement action in general remains a key corporate initiative, and so it is expected that work levels will increase in this regard.

The Housing Act 2004 in relation to Houses in Multiple Occupation will impact on the team, by providing a new form of prosecution for property owners failing to meet the new HMO standards – eg landlords who own properties with three storeys or more (including a basement and attic used as part of the HMO) for failing to register their property as an HMO with the Council.

How will your team meet these challenges and what changes or resources are needed?

Criminal Litigation

Benefit Fraud

- Successful discussions have already been held with the client over the need to resource an additional lawyer to deal with increased workloads, there may be a requirement to hire a further permanent Benefit Lawyer post.
- A commitment to ensuring that staff are properly trained to deal with the new areas of work.

- Recruiting additional resources in consultation with clients.

Please identify and explain how these will impact on your business unit here.

Housing Litigation

Housing Act 2004

The introduction of the Act created the right of a person to appeal against Licensing/Management Orders/Health & Safety Rating made by the Council. This will represent new areas of work for the team.

Homes for Haringey

The in house Legal Service has been retained as legal advisors to HfH. Accordingly, it is anticipated that as HfH gradually 'beds in' it's desire to explore other options in terms of managing the Council's housing stock will arise.

Housing Management

A new pre court action rent arrears protocol is to be introduced in October 2006. This will generate the need for the team to train the client on requirements under the protocol, as well as increase the work required in order to successful obtain an order for possession from the court.

Homelessness

A new Preventions and Options Team has been created within the client side Housing service. Increased preliminary stages have been

introduced before a homelessness application can be accepted under new Preventions and Options Scheme. It is anticipated that this could lead to more challenges by way of Judicial Review.

How will your team meet these challenges and what changes or resources are needed?

Housing Litigation

- A commitment to ensuring that staff are properly trained to deal with the new areas of work.
- Recruiting additional resources in consultation with clients.

Please identify and explain how these will impact on your business unit here.

Anti-social Behaviour

New legislation is being considered to extend the powers of Local Authorities in tackling anti-social behaviour in line with the government's respect agenda.

Implementing the powers under the Licensing Act 2003 and the Cleaner Neighbourhoods and Environment Act 2003 in tackling anti-social behaviour with regards to Environmental crime.

How will your team meet these challenges and what changes or resources are needed?

Anti-social Behaviour

- There will be a need for an additional lawyer specialising in ASB to enable the team to utilise all the extensive powers given to Local Authorities in tackling ASB.

- Meetings will need to be initiated with Environmental Services to establish and identify cases in which prosecutions for environmental crime are referred to the team to obtain anti-social behaviour orders (ASBO's) where other remedies have failed to deter.

- A commitment to ensuring that staff are properly trained to deal with the new areas of work.