

Overview and Scrutiny Committee

On 20 November 2006

Report title: Budget scrutiny - Pre business plan review documents for the Finance Portfolio

Report of: The Acting Director of Finance

Wards affected: All

1. Purpose

1.1 To update Members on the financial planning process and to consider the pre business plan reviews for the following business units:

- Corporate Finance / Audit & Risk Management
- Corporate Property
- Benefits and Local Taxation
- Corporate Procurement

2. Recommendations

2.1 To note the latest financial planning position as set out in the report.

2.2 To consider and make recommendations to the Executive on the pre-business plan review documents, in particular the new savings and investment proposals. The recommendations of the Overview and Scrutiny Committee will be considered by the Executive in agreeing the Council's final budget for 2007/08.

**Report authorised
by:**



**Gerald Almeroth
Acting Director of Finance**

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3. Executive summary

3.1 The report provides an update on the financial planning process and pre-business planning documentation for scrutiny.

4. Reasons for any change in policy or for new policy development

4.1 None

5. Access to information: Local Government (Access to Information) Act 1985

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

- Report of the Acting Director of Finance to the Executive 4 July 2006 – Financial planning 2007/8 to 2010/11
- Report of the Acting Director of Finance to the Overview & Scrutiny Committee 24 July 2005 – Budget Scrutiny
- Report of the Acting Director of Finance to the Executive 31 October – Financial planning 2007/8 to 2010/11 (including the detailed PBPR documents)

For access to the background papers or any further information please contact Kevin Bartle on 020 8489 3743.

6 Background

- 6.1 The Executive on 4 July 2006 considered a comprehensive report on financial strategy for the period 2007/08 to 2010/11 and agreed a business planning and budget-setting process. At that time the budget showed a significant gap for the years 2007/08 and 2010/11, with an overall gap of £13.6m over the full four year planning period. This assumes the achievement of pre-agreed savings proposals of £8.2m. The assumed council tax in the projection is an increase of 2.5% in each of the four years and a known grant settlement figure of 2.7% in 2007/08. Attached at appendix 1 is the budget trail as reported to Executive in July which sets out the overall position.
- 6.2 A further report was considered by the Executive on 31 October 2006 to release the pre-business plan reviews for scrutiny and a number of national and local updates were considered.
- 6.3 As part of the pre-business planning review process, targets were set for individual business units to identify potential savings opportunities. The targets took account of the level of savings already identified in current financial plans and previous years. These savings targets were aligned to the governments Gershon efficiency targets of 2.5% per annum. Ring-fenced funded services were separately identified within this process. The savings proposals will be required to fund the budget gap identified above and any additional investments that are agreed as part of this budget setting process. The final budget proposals will depend on the level of formula grant received from government, which will be announced in early December.

7 Pre business plan reviews

- 7.1 Members will recall that the purpose of the pre-business review process is to:
- ensure that the financial planning process is clearly linked with, and reflects, the full strategic agenda of the Council;
 - ensure that all budget options support the achievement of community strategy objectives;
 - ensure that proposals are considered in conjunction with the impact on service performance;
 - ensure that budget options enhance the achievement of value for money;
 - review the impact of previous years investment proposals;
 - identify efficiency savings, both cashable and 'non-cashable', and investment opportunities both within and between business units;
 - support consultation activity with key stakeholders;
 - support the budget scrutiny process;
 - gather information to support a number of planning processes.
- 7.2 The reviews have been prepared in conjunction with Executive Members and are released for scrutiny.

7.3 To assist members in the scrutiny process we have attached to this report in appendix 2 extracts of the PBPRs relevant to this portfolio by business unit in respect of new proposals:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
- New capital investment proposals (PBPR section 11);
- Non General Fund proposals (if appropriate).

Members have also been provided with a list of the investments agreed in previous years' budgets for information (PBPR Section 5.5). Although these investments have been agreed and accounted for, it may be that, given the challenging forecast financial position, members would like to revisit them.

7.4 Members are asked to consider these proposals in relation to 7.1 above.

7.5 Appendix 3 provides an overview of the 2006/07 budget by business unit across the Council and summarises the proposals over the four year planning period to give members a view of the overall scale of the proposals.

7.6 The following section in the report summarises the key service issues and objectives by business unit over the planning period.

8 Finance Dept Services Issues

8.1 Corporate Finance (incl. Audit & Risk Management)

Key strategic issues / objectives

- CPA – Use of Resources (UoR) – develop and implement an action plan to achieve level 4
- Lead on value for money issues for the Council
- Improve financial training for managers and Members
- Ensure that Audit and Risk Management is able to demonstrate that its services are effective, efficient and provide value for money for the council
- Assist all areas of the Council to fully comply with the Council's risk management strategy and processes, so that all key risks facing the Council are appropriately identified, monitored and reported

Savings and Investment Proposals

The savings achieved to date are:-

- External Audit fees reduction, staffing efficiencies
- £440k saved following re-letting of insurance contracts

The savings proposed and outlined in Appendix 2 are:-

- Reduce external audit fees due to improved grant claims - £60k
- Reduce project accountant support and trainee accountant (2 posts) - £75k
- Close Haringey Payment Service (HPS) Office at 247, High Road and transfer cash payments to electronic kiosks in Customer Services Centres - £150k
- Improved debt management processes and implement the a debt factoring facility - £18k
- Do not renew the Personal Accident policy as all staff are already covered - £73k

Investment Proposals

- The key investment proposed by Corporate Finance is necessary to ensure the on-going saving proposed above; that of closing the HPS. The investment involves the purchase of payment kiosks at an estimated capital cost of £120k with an associated revenue implication of £25k. The saving proposed above is not possible without this investment.
- It is also proposed to make a further capital invest into SAP. This on-going investment is to further improve management information. SAP will utilise Business Warehouse further for the HR, FICO and Procurement modules. The funds will also support the continued development of the latest version of SAP (ERP 2005).

8.2 Corporate Property

Key Strategic Issues/Objectives

- Transforming Haringey's property assets to support the Community Strategy priorities and help achieve the Council's strategic objectives.
- Contribute to the physical, social and economic regeneration of Haringey by releasing/developing strategic Council sites and working with others to promote and enable key developments.
- Challenge the use of property assets to help meet priorities and achieve targets for rationalising assets, realising capital resources and reduce premises running costs thereby contributing to VfM and financial targets set by government and LBH.
- Review and implement improvement plans in respect of the Community Buildings and Commercial property portfolios to ensure closer alignment with policy, improve tenant satisfaction, drive up financial performance and ensure compliance with health safety and statutory compliance.
- Assume responsibility for corporately managing all service operational buildings with effect from 1 April 2007.

- Develop capacity, capability and information resources to carry out systematic asset management to ensure that LBH complies with statutory obligations relating to building occupation and use.
- Improve processes and means of communications with internal and external customers to develop a stronger customer focus of property services.

Proposed capital investments

- Urgent repairs to buildings to keep them safe, open and complaints (£520K). This expenditure is required to maintain condition and value of the asset and if it is not carried out there will be a risk of failure and increased expenditure.
- Asset improvements to improve performance in relation energy consumption, access, and space utilisation (£1,151K). These proposals will yield savings and/or avoid future un-budgeted costs.
- Additional replacement accommodation required to support the Accommodation Strategy objective of releasing Hornsey Town Hall (£900K).

Proposed Revenue Growth

- Improvements required in respect of the commercial and community buildings. (first year £270K reducing to £80K on going)
- Development of information resources and tools to improve communications, effectiveness of asset management and operational efficiency (first year £155K, reducing to £53K on going). Part of this is "invest to save".

Proposed New Savings

- Efficiencies in the use of existing assets to be driven through rationalisation, improved utilisation and proactive management to exploit new income opportunities and reviewing current rent levels.
- Additional annual savings amounting to £125K in the first year and rising to £445K by 2010/11 have been included. Total cashable savings for the four year amounts to just under £1 million.

8.3 Benefits and Local Taxation

Key strategic issues / objectives

- To maintain/improve the CPA score of 3 for benefits administration while incorporating key changes such as the Welfare Reform Bill.
- To provide a value for money service that is supported by mobile and flexible working.
- To engage with partners and key stakeholders to achieve performance improvement, income maximisation and identification of fraud.
- To ensure income recovery performance is maximised

Savings and Investment Proposals

- Capital investment for mobile working technology and fraud case management database
- Revenue investments to increase activity and methods for enforcement and fraud detection

- Savings proposals linked to value for money review currently being undertaken and other items including a phased reduction in the use of pre-postage paid envelopes

8.4 Corporate Procurement

Key strategic issues / objectives

- Management of implementation of Council's procurement strategy
- Development of key framework agreements for contracting
- Support to key projects, BSF, Decent Homes

Savings and Investment Proposals

- Capital investment in IT to enable further electronic transactions and e-enabling invoice process and management
- Revenue savings from re-configuring staffing structure
- Delivery of existing corporate procurement savings through joint or improved purchasing

9 Consultation

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

10 Summary and conclusions

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

11 Comments of the Head of Legal Services

11.1 These budget options are being considered as part of the consultation process that will lead to the statutory budget setting decision by the Council.

12 Equalities implications

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

13 Use of appendices

Appendix 1 – The budget trail as reported to the Executive in July 2006 which sets out the overall position.

Appendix 2 – extracts from the pre-business plan review documents showing:

- Pre agreed cashable efficiency savings (PBPR section 5.3)
- New proposed cashable efficiency savings (PBPR section 13)
- New revenue investment proposals (PBPR section 12);
- New capital investment proposals (PBPR section 11).
- Pre agreed investments (memorandum item PBPR section 5.5);
- Non General Fund proposals (if appropriate).

Appendix 3 – summary budget analysis document (2007/08 to 20010/11)

Pre-business plan review documents (circulated separately).

Gross Budget Trail	2007/08	2008/09	2009/10	2010/11
	£'000	£'000	£'000	£'000
Budget brought forward	366,511	382,819	399,533	416,195
<u>Changes and variations</u>				
Inflation	8,000	8,420	8,840	9,260
Agreed in previous years budget process	8,752	2,547		
Changes and variations in this report:				
- capital financing costs	750	800	1,037	1,078
- pension fund			1,060	1,070
- waste disposal			500	500
- contingency	3,000			
- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Gross Council budget requirement	388,431	401,533	415,549	440,429
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
Net Council budget requirement	232,104	234,419	236,905	249,458
Funding				
Council tax (see below)	93,984	96,333	98,743	101,211
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	226,492	232,419	237,551	242,794
Resource shortfall/(excess)	5,612	2,000	(646)	6,664
Council tax	£	£	£	£
Council tax (LBH)	1,122.35	1,150.40	1,179.17	1,208.65
Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

London Borough Of Haringey
PBPR Capital Investment Bids 2007/08 - 2010/11
Executive Member For Finance

Appendix 2

Form Number	Portfolio	Directorate	Business Unit	Capital Project Title	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost				Revenue Growth PBPR Table 12 2007/08 - 2010/11	Corporate Resources as a Contribution of Capital Cost %
						2007-08 £'000	2008-09 £'000	2009-10 £'000	2010-11 £'000		
042	Executive Member: Finance	Finance	Benefits & Taxation	Extension of mobile working benefits assessment pilot to 25 users	107	0	0	0	107	25	100%
043	Executive Member: Finance	Finance	Benefits & Taxation	Purchase and implementation of a benefit fraud case management IT	35	0	0	0	35	5	100%
			Benefits & Taxation Total		142	0	0	0	142	30	
029	Executive Member: Finance	Finance	Corporate Finance	Implementation of Payment Kiosks	120	0	0	0	120	25	100%
030	Executive Member: Finance	Finance	Corporate Finance	Ongoing SAP development	500	500	500	500	2,000		100%
090	Executive Member: Finance	Finance	Corporate Finance	VFM Programme	2,000	1,000	0	0	2,000		100%
			Corporate Finance Total		4,120	1,500	500	500	4,120	25	
031	Executive Member: Finance	Finance	Corporate Procurement	XML Middleware Software	97	0	0	0	97	15	100%
			Corporate Procurement Total		97	0	0	0	97	15	
032	Executive Member: Finance	Finance	Property Services	Repairs to the roof of the Council owned building "Broadway Annexe"	60	0	0	0	60	80	100%
033	Executive Member: Finance	Finance	Property Services	Repairs to the roof of the Council owned building "639 High Road"	150	0	0	0	150		100%
034	Executive Member: Finance	Finance	Property Services	Repairs/replacement of the external windows of the Council owned building	60	0	0	0	60		100%
035	Executive Member: Finance	Finance	Property Services	Repairs to the roof of the Council leased building "Unit 5, St Georges"	250	0	0	0	250		100%
036	Executive Member: Finance	Finance	Property Services	Maintenance backlog and building non-compliance: Corporate Management of	2,000	750	500	0	2,000		100%
037	Executive Member: Finance	Finance	Property Services	Implementation of improved energy control systems to the main	100	0	0	0	100		100%
038	Executive Member: Finance	Finance	Property Services	DDA (Disability Discrimination Act) adaptations Phase 4	120	0	0	0	120		100%
039	Executive Member: Finance	Finance	Property Services	Flexible Working Initiative	100	0	0	0	100		100%

London Borough Of Haringey
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						2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000		
040	Executive Member: Finance	Finance	Property Services	40 Cumberland Road – Layout and Air Conditioning	831	0	0	0	0	831		100%
041	Executive Member: Finance	Finance	Property Services	Relocation of Council Staff from Broadway Annexe and OD & L (Old	900	300	400	0	0	900		100%
			Property Services Total		4,571	1,050	900	0	0	4,571	80	
			Grand Total		8,930	2,550	1,400	500	500	8,930	150	

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	2009/10 over and above 2008/09 £'000	2010/11 over and above 2009/10 £'000	Cumulative	Dependencies/Impact
5.3	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Increased benefit overpayment income covered by subsidy.	30				30	Debt analysis review undertaken and recommendations tabled.
5.3	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Reduction in contractor costs.	25				25	Contracts being reviewed and discussions ongoing.
5.3	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Improvement and targeting of the collection of court costs for council tax and NNDR.	45				45	Review being undertaken.
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Reduction in the cost of the Sx3 support and maintenance contract.	4	3	5		17	Contract lock-in for 5 years
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Reduction in paper storage costs linked to court and audit acceptance.	40	15	10		30	Nil
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Potential savings from the value for money review	10	45			85	Result of VFM review
13	S	Exec Member: Finance	Finance	Benefits & Local Taxation	Limit the use of pre-paid envelopes. Pre-paid envelopes are currently sent with a number of key documents and ensuring a response from customers is critical.	10	10	10		40	Possible reduced customer satisfaction.
				Benefits & Local Taxation Total		154	73	25	20	272	
5.3	S	Exec Member: Finance	Finance	Corporate Finance	Reduction in external audit fees related to improvements in grant claim submission (Non service revenue account)	20	20			40	The original target has been revised and rescheduled, continuing savings will result in 2009/10.
5.3	S	Exec Member: Finance	Finance	Corporate Finance	Review of Corporate Finance staffing levels - including removal of 1 project accountant and 1 Trainee Accountant.	75				75	This will be achieved (affecting 2 posts).
13	S	Exec Member: Finance	Finance	Corporate Finance	Reduction in external audit fees related to improvements in grant claim submission (Non service revenue account)			20		20	
13	S	Exec Member: Finance	Finance	Corporate Finance	Review of debt management procedures including reduction of central control of debt management	3	15			18	
13	S	Exec Member: Finance	Finance	Corporate Finance	Closure of HPS (cashiers) office on 247 High Road and transfer service to Customer Services using 'kiosk' technology.			150		150	Transfer of function to Customer Services
13	S	Exec Member: Finance	Finance	Corporate Finance	Non renewal of personal accident insurance policy	73				73	
				Corporate Finance Total		171	35	170	0	376	
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	High Street Retail Contracts	35				35	Currently being negotiated through OGC Buying Solutions Frameworks.
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	Staffing	19				19	2 recent manager vacancies will be reviewed.
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	Improved processes. Reduction in printing cost & stationery in favour of electronic	9				9	
5.3	S	Exec Member: Finance	Finance	Corporate Procurement	Flexible working. Re-grading or introducing part-time working		17			17	
13	S	Exec Member: Finance	Finance	Corporate Procurement	Target £183k - Will be achieved through ongoing re-organisation of posts duties and the potential deletion of posts as natural wastage opportunities arise.	38		52	63	153	New SO1 post will support SAP CMS.

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	2009/10 over and above 2008/09 £'000	2010/11 over and above 2009/10 £'000	Cumulative	Dependencies/impact
13	S	Exec Member: Finance	Finance	Corporate Procurement	XML middleware		5	10	10	25	
				Corporate Procurement Total		101	22	62	73	258	
5.3	S	Exec Member: Finance	Finance	Property Services	40 Cumberland Road – Rent review reductions	45				45	Achieved – new rent agreed at £318900 from £365000
5.3	S	Exec Member: Finance	Finance	Property Services	48 Station Road – Rent Review Reductions	25				25	Achieved – new rent agreed at £350000 from £430000
5.3	S	Exec Member: Finance	Finance	Property Services	Hornsey Town Hall – Operational staff reductions	64				64	Staff reduction savings were programmed to coincide with the disposal of the Town Hall under the Accommodation Strategy. As the disposal has now moved back to 2009/10, some staff savings will not be made until then. (42k now shown in section 13 as new revenue saving in 09/10).
5.3	S	Exec Member: Finance	Finance	Property Services	Tottenham Town Hall – Operational staff reductions	18				18	On target
5.3	S	Exec Member: Finance	Finance	Property Services	Implementation of Commercial Portfolio and improved debt management	95	150			245	Planned program to catch up on back rent reviews, reduce voids and provide income growth which, in line with more efficient working practices specifically through the use of Manhattan functionality, should enable these targets to be met.
5.3	S	Exec Member: Finance	Finance	Property Services	Appeals against Rateable values following publication of 2005 rating list.	100				100	Negotiations with external consultants in progress and provisional appeal dates agreed with Valuation Office.
13	S	Exec Member: Finance	Finance	Property Services	FM Outgoing Rent – Additional savings on 48 Station Road, previously assumed at £50k, achieved £80k	30				30	None
13	S	Exec Member: Finance	Finance	Property Services	FM Income – Additional lettings and rent increases have meant that the "commercial" rent income elements of the FM portfolio have overachieved against budget in last two years and will continue to do so.	40				40	None
13	S	Exec Member: Finance	Finance	Property Services	Increased fee charges (disposals)	10				10	None
13	S	Exec Member: Finance	Finance	Property Services	Currently fees charged to purchasers at 2%, proposed increase to 2½%						
13	S	Exec Member: Finance	Finance	Property Services	Additional fee income (Valuation / Development) Supporting regeneration projects not relating to Council Land.	10	10	10	10	30	None
13	S	Exec Member: Finance	Finance	Property Services	Aerial Sites Identify new locations and market potential sites to telecommunication companies.		10	10	10	30	Subject to necessary approvals and policies
13	S	Exec Member: Finance	Finance	Property Services	Energy Conservation Savings (see capital bid)	30				60	Dependent upon successful Capital bid
13	S	Exec Member: Finance	Finance	Property Services	Advertising Hoardings 1 Use of external contractor to maximise income from existing sites and regulate illegal sites.	50				50	Subject to Planning Approval
13	S	Exec Member: Finance	Finance	Property Services	2 Increase income by letting new sites to advertisers			50	50	100	6 new sites initially identified along Watermead Way, Tottenham producing 50k. Subject to Planning Approval
13	S	Exec Member: Finance	Finance	Property Services	Car Parking – review of current office provision Review current office provision with a view to bringing in a reduction in spaces / possibly charging	30				65	Subject to consultation with HR.

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13	S	Exec Member: Finance	Finance	Property Services	Hornsey Town Hall - Operational staff reductions				42	42	Successful disposal of Hornsey Town Hall
13	S	Exec Member: Finance	Finance	Property Services	Alexandra House Reception As part of the refurbishment, redesign a "staff only" entrance to improve security, reduce receptions and achieve staff cost reduction. Some internally funded initial investment will be required.	15	15			30	No front line services being relocated to Alexandra House.
S.Total						372	395	105	112	984	
						798	525	362	205	1,890	

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	2009/10 over and above 2008/09 £'000	2010/11 over and above 2009/10 £'000	Cumulative	Dependencies/Impact
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Additional enforcement services of bankruptcy and tracing absconders	15				15	Improved methods of trace and collect to increase income and raise performance.
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Additional service of electronic single person (SPD) discount review	35				35	The database on customers claiming SPD is compared against national household databases. Where there is an agreed match then the discount continues. Where there is not a match, then the division will contact the customer direct to ascertain status. The review will contribute to improved accuracy of council tax database, detection of fraud and increased income.
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Mobile working	25				25	Annual support and maintenance costs
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation	Replacement Fraud Database	5				5	Annual support and maintenance costs
12	G	Exec Member: Finance	Finance	Benefits & Local Taxation		80	0	0	0	80	
				Corporate Finance	Payment Kiosks	25				25	Dependent on approval of capital bid for new payment kiosks.
12	G	Exec Member: Finance	Finance	Corporate Finance Total		25	0	0	0	25	
12	G	Exec Member: Finance	Finance	Corporate Procurement	XML Middleware		5	5	5	15	ROI achieved through reduced procurement process transactions. The middleware can also be deployed elsewhere in the Council's IT Strategy for wider benefit.
12	G	Exec Member: Finance	Finance	Corporate Procurement Total		0	5	5	5	15	
12	G	Exec Member: Finance	Finance	Property Services	Review and Management of the Community Buildings portfolio.	220	-125	-25		70	The community buildings portfolio is currently unstaffed and in need of urgent review. Management of this portfolio is complicated due to the lack of financial capacity and property knowledge of the tenants and the sensitive nature of the services provided from these facilities. The council potentially has a massive unfunded liability stemming from a lack of maintenance, arrears, misuse and H&S incidents. Proactive management of these assets will minimise this liability and generate increased rent from reviews and renewals to the market. We require a new post of Community Buildings Manager to manage the portfolio and educate tenants in new Fire and H&S Environment legislation requirements. Updated condition reports are also required of the buildings and although the cost of most works will be payable by tenants, they may not have adequate funds or expertise to do so and responsibility may fall to the Council.
12	G	Exec Member: Finance	Finance	Property Services	Manhattan System developments	100	-50			50	Phase 2 of the Commercial Manhattan implementation to provide resources for data input from lease files. Provision of reports and independent reporting capability. Ongoing development of the system to enhance security functions and enable access from stakeholders.

PBPR Table	Saving / Growth	Portfolio	Directorate	Business Unit	Details of Efficiency/Proposed Investment/Proposed Efficiency Saving/ Investments	2007/08 over and above 2006/07 £'000	2008/09 over and above 2007/08 £'000	2009/10 over and above 2008/09 £'000	2010/11 over and above 2009/10 £'000	Cumulative	Dependencies/Impact
12	G	Exec Member: Finance	Finance	Property Services	Registration of unregistered land	35	-35			-	Statutory requirement to register all unregistered land by 2012. One additional person for one year to work with the Land registry and GIS. The Land Registry have been in discussions with us and intend to use us as a "pilot" undertaking most the work at their expense. If we take up their offer and support at this early stage their charges for their part of the process will be c5k. If left until nearer the 2012 deadline, the cost will be c300k. Additionally this mandatory process will simplify the legal work when a property transaction is required. It will also ensure that the Council's ownership is formally recorded through the Land Registry and safeguarded in perpetuity.
12	G	Exec Member: Finance	Finance	Property Services	Commercial Property Compliance	50	-40			10	There is a pressing need to educate the commercial team of new Fire and H&S Environment legislation. Updated condition reports are required of the council's commercial estates and funds need to be allocated to undertake works identified. (Most works will be recoverable under service charges). Cost of reports and additional staff required to implement and setup the monitoring system.
12	G	Exec Member: Finance	Finance	Property Services	Valuation software	20	-17			3	Valuation software is critical for Service delivery and providing quality advice. It will also support valuations undertaken for accounting purposes and help satisfy statutory obligations for such work as disposal projects. New software will offer a proper investment valuation process and provide analysis. For example, a discounted cash flow would help provide performance indicators such as internal rate of returns, which in turn would assist the review of the non-operational portfolio. Valuations can be analysed on a sector by sector basis as well as comparing properties within each sector. An assessment could also be made whether a property represents financial return/value for money etc. Residual valuation software would also be beneficial.
12	G	Exec Member: Finance	Finance	Property Services	Relocation of staff from Broadway Annex / Western Park Annexe	80				80	Development proposals do not proceed as a suitable partner is not found to realise the Hornsey Town Hall Development. Suitable alternative accommodation is not available.
G Total						505	-267	-25	0	213	
						610	-262	-20	5	333	

Executive Portfolios	Councillor	Corporate Resources Funding Bid 2007/08 - 2010/11	Total Capital cost					Revenue Growth PBPR Table 12C 2007/08 - 2010/11
			2007-08 '£'000	2008-09 '£'000	2009-10 '£'000	2010-11 '£'000	Total '£'000	
Leader of the Council	George Meehan							
Executive Member for Children & Young People	Liz Santry	0	10,189	2,411	700	39,467	0	
Executive Member for Community Involvement	Lorna Rieth	8,300	1,392	1,267	330	10,770	0	
Executive Member for Crime and Community Safety	Nilgun Canver	405	0	0	0	1,705	120	
Executive Member for Enterprise and Regeneration	Kaushika Amin	150	0	0	0	2,281	60	
Executive Member for Environment & Conservation	Brian Haley	36,073	19,159	18,379	17,686	84,413	824	
Executive Member for Finance	Toni Mallett	8,930	2,550	1,400	500	8,930	150	
Executive Member for Health & Social Services	Bob Harris	9,842	2,895	2,875	2,875	12,007	0	
Executive Member for Housing	Isidoros Diakides	2,154	0	0	0	2,154	50	
Executive Member for Organisational Development & Performance	Dhiren Basu	12,900	3,900	3,000	3,000	12,900	0	
Grand Total £000		78,754	40,085	29,332	25,091	174,627	1,204	

Consolidated Savings & Growth - Annual breakdown by Executive Portfolio - Appendix 3												
Executive Portfolios	Councillor	2007/08		2008/09		2009/10		2010/11		Cumulative		
		Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	Savings	Growth	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Leader of the Council	George Meehan	118	251	67	-	-	-	100	-	285	251	
Executive Member for Children & Young People	Liz Santry	2,433	375	1,459	-	-	-	1,458	-80	5,550	295	
Executive Member for Community Involvement	Lorna Rieth	658	40	513	-	167	-	179	-	1,517	40	
Executive Member for Crime and Community Safety	Nilgün Canver	199	680	263	-	10	-	115	-	587	680	
Executive Member for Enterprise and Regeneration	Kaushika Amin	214	510	91	-	50	-	55	-	410	510	
Executive Member for Environment & Conservation	Brian Haley	679	2,114	1,223	886	100	55	654	40	2,656	3,095	
Executive Member for Finance	Toni Mallett	798	610	525	-262	362	-20	205	5	1,890	333	
Executive Member for Health & Social Services	Bob Harris	1,193	1,811	1,140	187	1,885	-	865	-	5,083	1,998	
Executive Member for Housing	Isidoros Diakides	-	1,156	-	324	-	348	-	27	-	1,855	
Executive Member for Organisational Development & Performance	Dhiren Basu	524	217	236	-	244	-	293	-	1,297	217	
TOTAL		6,816	7,764	5,517	1,135	2,818	383	3,924	-8	19,075	9,274	