

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE REVISED AGENDA

<u>6.30pm</u> Please note early start time	Thursday 11 October 2007 Please note revised date	Havering Town Hall Main Road, Romford
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Members 6: Quorum 3

COUNCILLORS:

Robby Misir (C)
Robert Benham
Fred Osborne
Melvin Wallace

Ray Morgon (VC)
Linda Hawthorn

For information about the meeting please contact:
Sara Allmond (01708) 432432 sara.allmond@havering.gov.uk



NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Council is committed to protecting the health and safety of everyone who attends meetings of its Committees.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

Although members of the public are welcome to attend meetings of the Committee, they have no right to speak at them. Seating for the public is, however, limited and the Council cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Council will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Committee Officer before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS
(if any) - receive.

3 DECLARATION OF INTERESTS

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

4 SOCIAL SERVICES BUDGET – requisition of Cabinet decision

Cheryl Coppel
Chief Executive



MEETING	DATE	ITEM
CORPORATE OVERVIEW AND SCRUTINY COMMITTEE	8 OCTOBER 2007	4

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: SOCIAL SERVICES BUDGET – requisition of Cabinet decision

In accordance with paragraph 16 of the Overview & Scrutiny Committee Rules, a requisition signed by two Members representing more than one Group (Councillors Barbara Matthews and Keith Darvill) has called in the decision of the Cabinet of 19 September 2007. The text of the requisition appears below.

CABINET DECISION

Cabinet was advised that, earlier in the summer, it had become clear that the social services budget was struggling to meet the demands placed upon it. The combination of London's largest proportion of over 65's and a commitment to ongoing improvements in the service meant that this pressure on the budget would continue in the future. At the same time, Havering received a low central government grant compared to many other London boroughs. The current revenue monitor was indicating that Adult Social Services required an additional investment of £5m.

There were service pressures throughout adult social care as a result of the rising numbers of clients in need and the rising costs of social care. Over the last 18 months the numbers of older people receiving intensive support to remain in their homes had increased substantially. The numbers of clients receiving substantial direct payments in order to be able to choose their own care arrangements had also risen substantially. Such clients needed continuing support from the Council and it was projected that their numbers would continue to rise, as would contract and placement costs. Modernisation of services was in hand, with a substantial work programme for the service.

In setting the budget, the Council had taken account of the pressures in the Adult Social Services position. A base £1m was held for amongst other things:

- Funding agreements with the PCT
- Transitional costs in relation to reprovisioning
- Adult Placement pressures

and a contingency sum of £2m was set having regard to the capacity to meet in year budget pressures and a number of risks including:

- Demand led services
- Savings not being delivered
- Income problems

However, following a “root and branch” review of the financial pressures facing adult social services, an increase to the service’s budget was now proposed, to safeguard and improve the support provided to some of the most vulnerable people in the borough. Through careful management of the Council’s overall finances, around £5 million would be added to the adult social care budget for this year by reviewing all services and utilising the majority of the base provision.

The £5m would be vired into the Social Services budget to provide this investment. Cabinet noted that the Council would need to maintain an adequate level of budget for adult social care for future years, to reflect the cost of providing the service but would also continue to maintain its overall financial stability by holding the contingency and maximising such things as interest generation. If the latter was positive and the former under-utilised, there would be opportunities to reinvest in the areas currently supporting this investment. Priorities would be Children’s Services and other areas that enhance the Council’s overall service to the borough.

Reasons for the decision:

The Council needed to ensure a balanced budget position and the financial procedure rules required action to be taken to ensure this was addressed.

Other options considered:

No action - which would affect the financial stability of the Council.

Members were advised that the current year’s budget had been prepared on the basis of the best information available at the time but that demand for Adult Social Care services had developed to higher levels than expected. The budget readjustment was being effected in such a way as to minimise the impact on other services’ budgets without having recourse to the use of reserves and with the aim of restricting the increase in next year’s Council Tax.

Concern was expressed at the absence of more specific detail of the budget adjustments that were to be made to allow for the investment proposed. Members were given assurance that the proposed adjustments would not impact on services and that, should it prove possible to do so, monies from adjusted budgets not required to support the proposed investment would be released back to the contributing services, in accordance with the priorities set out in the report. Overview & Scrutiny Committees would be welcome to contribute to the process.

Robust action had been needed once the need for investment had become apparent and the steps now proposed were intended to address a specific and unforeseen problem.

Members asked that their appreciation of the work done by Adult Services and other staff in seeking to balance the demand for services against the budget available should be recorded.

Cabinet:

- 1 Agreed the investment of £5 million in Adult Social Care in 2007/08 and the virement of this amount from identified service budgets (as set out in Appendix 5 to these minutes).**
- 2 Authorised the Chief Executive and Group Director, Finance and Commercial to adjust the budgets accordingly within the overall approved budget.**
- 3 Authorised the Chief Executive and Group Director, Finance and Commercial to reallocate any resources that become available to the priorities providing the investment, after consulting with the Leader of the Council and the Cabinet Member for Resources.**

REASONS FOR REQUISITION

- 1. The Report is not clear on how the situation came about that merely six months after setting a budget there needed to be an additional £5m investment into Adult Services.**
- 2. The Report does not set out clearly which aspects of Adult services require additional investment.**
- 3. The figures contained within the body of the Report do not add up to £5m and Members require a precise breakdown for each service that is contributing.**
- 4. Members require a precise breakdown of which vacant posts have been frozen, and the length of time this 'freezing' will continue.**
- 5. Although Point No 12 within the report alludes to maintaining an adequate budget in the future, there is no indication as to what level of finance it is anticipated will be required despite being only five months away from setting the 2008/09 Council Tax**

RECOMMENDATION

That the Committee considers the requisition of the decision of Cabinet and determines whether to uphold it.

Corporate Overview and Scrutiny Committee, 8 October 2007

Staff Contacts:

For the requisition: Sara Allmond
Committee Officer
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For the report to the Cabinet: Rita Greenwood
Group Director Finance and Commercial
Telephone: 01708 432218

CHERYL COPPELL
Chief Executive



MEETING	DATE	ITEM
CORPORATE OVERVIEW AND SCRUTINY COMMITTEE	11 OCTOBER 2007	4

SUPPLEMENTARY

**SUPPLEMENTARY
REPORT OF THE CHIEF EXECUTIVE**

SUBJECT: SOCIAL SERVICES BUDGET – requisition of Cabinet decision

This report supplements the main report to the Committee concerning the requisition of the Cabinet decision in respect of the Social Services Budget. It provides a response to specific points made in the grounds of the requisition.

1.1 The Report is not clear on how the situation came about that merely six months after setting a budget there needed to be an additional £5m investment into Adult Services.

The 2007/08 budget was based on detailed modelling, using information held, provided and checked by Adult Social Services and having regard to the in year projection at the time. However, in setting the budget, the Council also had regard to the pressures and risks in the Adult Social Services position.

A base £1m was held for amongst other things:

- Funding agreements with the PCT
- Transitional costs in relation to reprovisioning
- Adult Placement pressures

The contingency sum of £2m was set having regard to the capacity to meet in year budget pressures and a number of risks including:

- Demand led services
- Savings not being delivered
- Income problems

Concerns arose in April as the closedown programme commenced. It was then decided to undertake a root and branch review of the financial pressures facing adult social services, the robustness of the information provided for budget purposes and the assumptions being made. As a result, an increase to the service's budget is proposed. This will safeguard and improve the support provided to some of the most vulnerable people in the borough.

1.2 The Report does not set out clearly which aspects of Adult services require additional investment.

The main areas to receive additional investment will be:

- Homecare, including intensive homecare, which is defined as 10 hours or more service per week, to help support older people to remain in their own homes and to enable them to be discharged from hospital.
- Residential and nursing placements for those older people who are unable to remain at home.
- Residential placements for people with learning disabilities. These are mainly younger people already in placements who are reaching adulthood and are hence transferring to adult services from children's services.
- Direct payments, whereby people's needs are assessed and they are provided with the appropriate level of financial resources and support to purchase their own care, hence they are able to exercise greater control over their own lives.

These levels of service have risen over the last 3 years as a result of meeting growing demand in a borough with a large older population and a low level of government grant. The thrust of the developments has been in line with government policies.

In addition, the service had set itself an ambitious modernisation programme with associated savings targets. Whilst much of this programme was both delivered and effective, parts of the programme proved to be over-ambitious and hence the associated savings targets were not achieved, contributing to the funding gap.

1.3 The figures contained within the body of the Report do not add up to £5m and Members require a precise breakdown for each service that is contributing.

There were no figures in the main body of the report. The appendix detailed the make up and adds up to £4.994k, which equates to the £5m.

A detailed schedule of savings is attached as Appendix B

1.4 Members require a precise breakdown of which vacant posts have been frozen, and the length of time this 'freezing' will continue.

Information on this is attached as Appendix C.

- 1.5 Although Point No 12 within the report alludes to maintaining an adequate budget in the future, there is no indication as to what level of finance it is anticipated will be required despite being only five months away from setting the 2008/09 Council Tax.**

Members will be aware that the council commences the budget process in earnest during June/July. This involves detailed analysis of all pressures and savings. More detail on the approach is included in the MTF5 document.

This work is obviously covering all areas, including Adult Social Services.

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CHERYL COPPELL
Chief Executive

This is the text of the report that was considered by the Cabinet

SUBJECT: SOCIAL SERVICES BUDGET

SUMMARY

This report requests Members approval to enhance the social care budgets for adults in 2007/08 by way of a virement to meet current identified need.

RECOMMENDATION

Members:

- Agree the investment of £5 million in Adult Social Care in 2007/08 and the virement of this amount from identified service budgets
- Authorise the Chief Executive and Group Director Finance and Commercial to adjust the budgets accordingly within the overall approved budget.
- Authorise the Chief Executive and Group Director Finance and Commercial to reallocate any resources that become available to the priorities providing the investment, after consulting with the Leader and Lead Member Resources.

REPORT DETAIL

1. Earlier in the summer, the Council identified that the social services budget was struggling to meet the demands placed upon it. The combination of London's largest proportion of over 65's and a commitment to ongoing improvements in the service mean that this pressure on the budget will continue in the future. At the same time, Havering receives a low central government grant compared to many other London boroughs.
2. The current revenue monitor indicates that Adult Social Services requires an additional investment of £5m.
3. There are service pressures throughout adult social care due to the rising numbers of clients in need and the rising costs of social care. Over the last 18 months the numbers of older people receiving intensive support to remain in their homes has increased substantially. The numbers of clients receiving substantial direct payments in order to be able to choose their own care arrangements has also risen substantially.

4. These clients will need continuing support from the council and it is projected that client numbers, particularly in the elderly persons service area will continue to rise. Contract and placement costs continue to rise in line with national trends.
5. The adult social care service, along with services up and down the country is modernising, in order to adjust to the increased levels of need and to the Government priorities of allowing more choice for all categories of clients. For example, as an increasing number of clients choose to receive direct payments from the Council to allow them to arrange their own care, the Council needs to downsize its in-house services to adjust to this.
6. The service has an extensive programme of modernisation in hand both to make efficiencies in its service provision and to offer enhanced choice to clients. The kinds of services that are under review for modernisation are:
 - the way the Council provides home care services to allow more client choice
 - encouraging people to be more independent through direct payments
 - reviewing the quality of residential and day care services for all client groups
 - planning to commission a wider and more suitable choice of residential, nursing and extra care supported housing for all clients
 - working with the health services to offer more seamless services
 - ensuring increased value for money from all commissioned contracts
7. This represents a substantial work programme for the service. Enhanced capacity has been introduced into the service in order to speed up the modernisation programme. At present Alan Adams and Eileen Means who are both ex- Directors of Social Services are currently assisting with this and it is anticipated that they will be with the Council throughout the autumn.
8. In setting the budget, the Council had regard to pressures in the Adult Social Services position.

A base £1m was held for amongst other things:

- Funding agreements with the PCT
- Transitional costs in relation to reprovisioning
- Adult Placement pressures

The contingency sum of £2m was set having regard to the capacity to meet in year budget pressures and a number of risks including:

- Demand led services
- Savings not being delivered
- Income problems

9. Following a root and branch review of the financial pressures facing adult social services, an increase to the service's budget is proposed. This will safeguard and improve the support provided to some of the most vulnerable people in the borough.

Through careful management of the Council's overall finances, around £5 million will be added to the adult social care budget for this year.

10. This will be achieved by:
 - a. Reviewing all services.
 - b. Utilising the majority of the base provision.

This provides £5m which will be vired into the Social Services budget to provide this investment. Information in respect of this is attached in the appendix.

11. Our approach has been to ensure the Council proactively adopts a sustainable position, rather than delay a decision and simply react to developments, which would not help clients, staff or the strategic approach.
12. The Council will need to maintain an adequate level of budget for adult social care for future years, to reflect the cost of providing the service. However, the Council continues to modernise the service and now has a good platform to deliver a more cost-effective service in the future.
13. The Council will continue to maintain its overall financial stability by holding the contingency and maximising such things as interest generation. If the latter is positive and the former under-utilised, this will provide opportunities to reinvest in the areas currently supporting this investment. Priorities will be Children's Services and other areas that enhance the Council's overall service to the borough.

Financial Implications and Risks:

This investment is based on a projection and as such the projection may change, however it is based on the information currently known.

In order to maintain financial stability for the rest of the Council, the authority will continue to hold the contingency sum and not allocate against this. The contingency will be allocated as needed in the normal circumstances.

The budget process for 2008/09 has commenced and is focussing on identifying savings and efficiencies to offset pressures as well as provide investment.

The following risks have been identified:

- The budget increase is not required. This is highly unlikely but will be kept under review and resources reallocated to other priorities.
- The budget increase is still not sufficient – this is the best year-end projection and as mentioned the Council will still hold a reasonable contingency and will monitor and take further action as required.
- There are other favourable variations which arise which could be used for the investment instead of those identified – this will be kept under review and resources reallocated to other priorities as necessary.

Legal Implications and Risks:

Any virement in excess of £1 million within the overall Council budget requires a Cabinet decision and will be a key decision requiring notification in the Forward Plan or the exception procedure due to either general or special urgency.

Human Resource Implications and Risks:

Some of the investment is provided by delaying recruitment.

Equalities and Social Inclusion Implications and Risks:

None arising directly and this will be kept under constant review.

Reasons for the Decision:

The Council needs to ensure a balanced budget position and the financial procedure rules require action to be taken to ensure this is addressed.

Alternative Options Considered:

No action - which would affect the financial stability of the Council.

Staff Contact: Rita Greenwood Title: Group Director Finance and Commercial

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**CHERYL COPPELL
Chief Executive**

Appendix

Details of in-year budget adjustments being made to facilitate the transfer of funds to adult social care

This appendix sets out the details of the in-year contributions being made by each directorate to ensure that an additional £5,000,000 can be invested in the adult social care budget.

The potential risks and impacts of **not** making this adjustment would be:

Vulnerable older people, people with disabilities and people who are mentally ill or with learning difficulties might not otherwise receive the services they need.

Finance and Commercial

Finance and Commercial are contributing £693,000 through the following measures:

- Holding Vacancies and generally applying recruitment drag
- Reduce fees with the Audit Commission
- Debt restructuring and subsidy review
- Delay in undertaking projects
- Freeze unallocated Health & Safety monies
- Increased income from Payroll contract

Potential impacts and risks

The main impact is the slowing down of projects such as the roll out of document imaging, desired improvements in the audit plan, contingency for as yet unidentified Health & Safety improvements and potential for a reduction in the service support available.

Assistant Chief Executives

HR is contributing £49,000 through deferring the computerisation of Occupational Health patient records, withdrawal of catering provision for in-house training courses, and re-profiling diversity expenditure into the following financial year.

Strategy and Communications are contributing £55k through not filling a vacant post and implementing next year's savings proposals this year.

Legal and Democratic Services are contributing £88,000. These arise from deferring some recruitment, appointments made at the bottom of scale, reduction in training budgets, some unfilled posts which are difficult to recruit to, and income from legal services for Section 106 Agreements.

Potential impacts and risks

Delays in recruitment and tight housekeeping required for the remainder of the year and potential for a reduction in service support available.

Sustainable Communities

Sustainable communities are contributing £410,000. These are made up of a combination of recruitment delay, application of Planning Delivery Grant together with capitalisation of a range of current revenue expenditure.

Potential risks and impacts

Whilst recruitment delay will cause some slowing of progress on projects it will not impact on the Council's key priorities.

Children's Services

Children's Services are contributing £740,000. The highest proportion comes from the non-filling of vacancies. The filling of some vacancies will be slowed down and other vacant posts not filled. Posts will continue to be filled where they are for social workers in the Child Protection teams, or are funded by grant where no saving accrues to the Council.

The main services which will be affected are: children with disabilities, the Leaving Care Service, the Education Welfare Service, and HIAS. It is unavoidable that, if posts remain vacant for a lengthy period, this will have some impact on service delivery and on performance.

In addition to vacancy control, the contribution will be made bringing forward some planned savings so the budget benefit is realised more quickly, e.g. Early Years Centres. It is anticipated that budget reductions will be made by work which has already begun in driving down unit costs. This combined with slowing of implementation of additional family support and Family Group Conferencing does carry some attendant risk of increasing numbers of LAC.

Potential Risks and Impacts

In summary, there are risks contained within this package of measures:

- that they will not prove financially achievable though management action will seek to ensure they are
- of service reduction directly to children
- on performance indicators
- of reversing recent trends and having increasing numbers of LAC
- of reversal of or significant delays in implementing the Directorate strategies, particularly in terms of preventative work

Public Realm

Public Realm is contributing £849,000. They include the use of a reserve on waste which is now longer identified as required, some slowing down of spend across the directorate, and some capitalisation of expenditure.

Potential Risks and Impacts

There is a risk of non delivery of some of these, should there be an exceptionally harsh winter. Tight housekeeping will be required throughout the directorate.

Corporate Contributions

In addition to the specific contributions listed above, further corporate contributions of £2,110,000 have been identified.

£500,000 has been contributed by slowing down expenditure on furniture and equipment. £200,000 contributed from interest accruing at a higher than anticipated rate, £800,000 from funds the special budget reserve, £350,000 has been contributed from unallocated LPSA grant, £260,000 has been contributed from windfall LABGI grant.

Potential Risks and Impacts

The corporate contributions made above reduce the Council's flexibility to allocate funds to any other emerging pressures within the budget.

SUMMARY OF SAVINGS

	Service Area				Total £000
Public Realm	Customer Services				176
	Technical Services				21
	Streetcare				652
	Sub Total				849
Children's Services	Sub Total				740
Sustainable Communities	Regeneration and Strategic Planning				115
	Development and Building Control				80
	Housing and Environmental Health				215
	Sub Total				410
Finance and Commercial	Financial Services				193
	Exchequer Services				81
	Land and Property				150
	Business Systems				269
	Sub Total				693
Human Resources	Sub Total				49
Legal and Democratic	Community Safety				40
	Legal Services				10
	Democratic Services				24
	Democratic Services				14
	Sub Total				88
Strategy and Communications	Performance				45
	All				10
	Sub Total				55
Corporate	LABGI				260
	LPSA				350
	F&E				500
	Interest				200
	Bare sum				800
	Sub total				2,110
TOTAL					4,994

HUMAN RESOURCES

	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
Human Resources					
	New OH Contract OH earmarked reserve		8	Low – sum allocated for patient record management system which has been put on hold until a longer term solution to the provision of OH services has been identified	
	SPACE	S141 184 000	30	Low – sum allocated but not spent in previous years. In addition in 2005/2006, £29k was not spent and it was agreed by Group Director Finance and Commercial to transfer this sum to a reserve where it still remains.	
	UNISON Administrator	G203 229 000	5	Low – this sum pays for 0.25% of the cost of an administrator for UNISON although there may be consequent industrial relations issues	
	Course Catering		6	None advised	
	TOTAL		49		

STRATEGY AND COMMUNICATIONS

Service Areas	Description	Code	Amount	Risk of Not Delivering Savings	Other Issues
Performance	Delay recruitment to vacant PO3 post	G251	45	Low	Will reduce capacity in an already small team
	Sub Total		45		
All	Introduce 50% of MTFS savings for 2008/09 in 2007/08	G130 G251	10	Medium	This will require accelerating save housekeeping and other efficiencies planned for next year. No posts affected.
	Sub Total		10		
	TOTAL		55		

PUBLIC REALM

Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
Customer Services PASC	Funding seconded Hornchurch CSA exclusively from Libraries	B386 001 000 Etc (NI, Pension)	16	Medium	Should be able to be absorbed within Hornchurch library budget 50% of scale 6 £(31,546/2)
	Capitalisation of some Project Manager costs	B384 001 000 Etc (NI, Pension)	4	Medium	Requires agreement to Langtons development programme 10% of PO1
Customer Services development	Increased income target	B320 510 000	20	Medium	This budget overspent last year though is looking healthy this year
	Capitalisation of further book fund	B366 552 000	100	Low	Capital available to be identified within capital resources
Registrars	Freeze recruitment of temporary admin officer	B365 001 000	15	Medium	Could have an impact on management team capacity
Libraries	Freeze of Area Services Manager post until 4/08	B365 001 000	21	Low	It is unlikely this post will be filled for some time though not filling it could increase pressure n management team 50% of PO3 (£41,673/2)
	Sub Total		176		
Technical Services Policy & Performance team	Delay in filling post of Principal Policy Assistant	N360 001	21	No risk	Following the retirement of present postholder a delay in recruitment will reduce capacity to support the Group Director Public Realm
	Sub Total		21		

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Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
Streetcare	Waste Reserve		250		Removes backstop
	Bulky Waste	C154	10	Minimal risk	Income generation
	Trade Waste	C151 184	20	Minimal risk	Income generation
	Reduction in capacity at Dorking Walk	C401 001	30	achievable	Winter season savings
		133	10		
		137	5		
		184	2		
	Reduction in capacity at Cherry Tree	C403 037	30	achievable	Winter season savings
		133	5		
		135	5		
		137	20		
	Reduction in capacity at Harrow Lodge	C405 001	25	achievable	Winter season savings
		133	34		
135		10			
137		20			
Contract hire superloos	C300 137	50	Achievable		
Business support unit	F553 001	15	Achievable	Delayed recruitment	
	F554 161	1			
	163	1			

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Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
	Environmental Maintenance	N194 069	40	Achievable	Winter season savings
		C107 158	30		
		C108 133	10		
		N207 069	20		
	Highways	N229 069	9	Achievable	Street name plates
	Sub Total		652		
	Total		849		

LEGAL AND DEMOCRATIC SERVICES

Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
Community Safety	SC4 Assistant Road Safety Officer - Part year surplus	N334 001 000	12	Post advertised so savings achieved to date	
	School Crossing Patrol	N337 001 000	11	Savings relate to resources already in budget due to failure to recruit so far this year	
	CCTV – supplies and services budget	C563 259 000	17	Likely to be under spent in 07/08	
	Sub Total		40		
Legal Services	S106 Agreements Income	G230 510 000	10	Income achieved from Legal Services	
	Sub Total		10		
Democratic Services	Electoral Registration – recruitment drag	G101 001 000	5	Achieved – staff now in post.	
	Electoral Registration Appointments made at bottom of scale	G101 001 000	2	Achieved.	

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Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
	Democratic Services Recruitment Drag and secondment	G232 001 000	16	Achieved	
	Democratic Services – NI	G232 011 000	1	As above	
	Sub Total		24		
Democratic Services	Democratic Services – Superannuation as above	G232 021 000	2	As above	
	Democratic Services – part time post and agency cover	G232 001 000	5	Achieved	
	Member Support – reduced hours	G131 021 000	2	Achieved	
	Electoral Registration – slow down in new EA Act activity	G101 229 662	5	Low risk	
	Sub Total		14		

Corporate Overview & Scrutiny Committee, 11 October 2007

Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
	TOTAL		88		

FINANCE AND COMMERCIAL

Service Areas	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
Financial Services					
	Audit Commission fee	F637	100	Low – reduced fee already confirmed. This assumes any additional grant audit work is funded by service – this will be taken into account in 08/9 MTFS	Final reduction could be more than £100k
	Undertake debt restructuring	F604	50	Low – additional interest already being earned due to higher interest rates and in-house management of all treasury funds – will require additional work and is only one off – it actually costs us in the longer term	Difficult to disentangle sources of additional interest and effect of changes in debt
	Hold vacancies within business development, internal audit and services finance (env/hsg/gen team)	F615 £10k F619 £8k F620 £25k	43	Medium – some posts already vacant but most are covered by agency. Also position in adults means additional resources are likely to be needed – having posts vacant in that area is very high risk as is non-achievement of audit plan from fraud / control issues and audit commission assessment – some will need consideration for 08/9 and some already assumed.	One option is to release agency staff
	Sub Total		193		

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<u>Exchequer Services</u>	Subsidy benefit – known to be achieved	F904 361 000	50	None – Subsidy assessment has identified this will be achieved – increased level assumed 08/09 MTFS. If permanent would reduce growth your own capacity.	
	Hold trainee post	F906 001 000	25	Some of the projects that this individual would have worked on / assisted with will be delayed or not progressed at all.	
	Revenue from contracts in payroll	F920 537 000	6	The savings are not achievable in their entirety because the contracts are not for the whole year. i.e. the Frances Bardsley contract started from 1.8.07 – this will be taken into account in 08/09 MTFS.	
	Sub Total		81		

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<u>Land and Property Services</u>	Hold vacant posts in CH&S	N109	50	Two posts now vacant so should deliver £50k. This will be taken into account in 08/09 MTFS. High risk that all work in plan will not be completed so reprofile needed.	Low at £50k
	Hold unallocated H&S monies	T275	50	Unallocated being held other than xmas light work but further £50k possible but depends on progress on schemes. This will be taken into account in 08/09 MTFS.	Low at £50k
	Freeze review feasibility monies	C330	50	Low £50k but anymore will depend on Tech Services.	Will mean a delay in work progressing Property Management improvements a target and looking for some of this to be reinvested to improve/achieve in future years.
	Sub Total		150		

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Business Systems <u>Hold vacant posts</u>					
	Do not replace FOI Officer on secondment until year end		10	Low	
	Portfolio Manager post		40	Low	
	DBA post		30	Low – Medium	Staffing reductions to be considered in 2008/09 MTFS.
	Management Restructure		25	Low	
	Increase vacancy Drag		30	Low	

<u>Slip projects</u>					Projects being slipped are continuing later so only 07/08 benefit.
	Stop Document Imaging and Comino		40	Low	Identified as priority one development need area by ISPB
	Stop Cyborg		4	Low	
	Stop Telecomms DR		40	Low	
	Assume telecomms savings		20	Low, but rest of Council needs to make sure that phone calls are minimised, this may increase saving opportunity	This could be a target for overall council savings.
	Disaster Recovery		30	Low as long as realise we may have to capitalise to achieve.	
	Sub Total		269		
	TOTAL		693		

CHILDREN'S SERVICES

Service Area	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
<u>Children's Services</u>	Hold staff vacancies across a range of CS activities		305	Medium – some posts already vacant but there may be cover arrangements already in place	The comments below refer to the first 7 items.
	Anticipate additional staff vacancies across CS		140	Medium – some posts already vacant but there may be cover arrangements already in place	Likely to cause significant pressure on services (support and preventative) for vulnerable children: looked after children; leaving care and children with disabilities. Risk of increased number of LAC and lengthier timescales in returning children home and into adoption.
	Rationalise provision between Children's Services and Early Years Centres		70	Medium – will need to ensure oversight of EYCs & CCs budget to maximise the use of grant	Inability to deliver and provide support and posts for early intervention in localities.
	Service Commissioning		70	Medium	Increase in complaints and lack of confidence in local authority to deliver integrated early intervention services and support to vulnerable children.
	Reduction in local preventative work		20	Medium	Risk to staff morale and effective working.
	Delay the appointment of Family Support Workers		20	Medium/Low	Risk of criticisms and delays in court in not holding FGCs speedily

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Service Area	Description	Code	Amount £000	Risk of Not Delivering Savings	Other Issues
	Delay the appointment of Family Group Conferences co-ordinators		20	Medium/Low	
	The availability of training facilities at CEME will reduce the cost of school training events in other venues		10	Low	Risk of saving being absorbed in additional set up costs
	Central Training		15	Low	Risk of staff being denied development opportunities at the same time as IIP reassessment
	Furniture & Equipment		20	Low	Risk of not meeting H&S recommendations (May have already been taken in corporate savings)
	Capitalisation of staff salaries engaged in capital projects		50	Medium	Dependent on CFO approval
	Total		740		

SUSTAINABLE COMMUNITIES

Service Areas	Description	Code	Amount	Risk of Not Delivering Savings	Other Issues
Regeneration and Strategic Planning					
Senior Planner – existing savings/part funded from unallocated PDG	Salary	P121 001 000	30	Low	
Transport Team Leader – existing savings	Salary	P121 001 000	20	Low	
Support Officer – existing savings	Salary	P121 001 000	15	Low	
Urban Designer – keep vacant (from unallocated PDG)	Salary	P121 500 591	35	Low	
Community Regeneration Officer – delay	Salary	G124 001 000	15	Low	
	Sub Total		115		Requires use of PDG @ c.£45k
Development and Building Control					
Major Planner – keep vacant	Salary	F951 001 000 - £35k F951 011 000 - £3k F951 021 000 - £7k	45	Low	
Application unallocated of PDG	Salary	F951 500 591	35	Low	
	Sub Total		80	Low	Requires use of PDG @ c.£35k
Housing and Environmental Health					
Capitalise post in HIA	Salary	F2111001000	35	Low	Requires capitalisation using one off

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Service Areas	Description	Code	Amount	Risk of Not Delivering Savings	Other Issues
					grant through ELRP.
Capitalisation using RTB receipts	-	-	150	Medium	
Increase supply/rent in PSL	PSL	H244 229	30	Medium	Small increase in supply; increase in rental charge
	Sub Total		215		
	TOTAL		410		

STRATEGY AND COMMUNICATIONS

Service Areas	Description	Amount	Impact and How Covering	Length of Delay
Performance	Delay recruitment to vacant post	45	Reduction of burden of inspection reduces pressure. Covered by rest of team and performance posts in directorates	On-going need for post is being reviewed

PUBLIC REALM

Service Areas	Description	Amount £000	Impact and How Covering	Length of Delay
Registrars	Freeze recruitment of temporary admin officer	15	Duties temporarily reallocated to other staff and work reprofiled/ reprioritised.	Until 31/3/08
Libraries	Freeze of Area Services Manager post until 4/08	21	Duties temporarily reallocated to other staff and work reprofiled/ reprioritised.	Until 31/1/08
Technical Services Policy & Performance team	Delay in filling post of Principal Policy Assistant	21	Recent retirement has created a vacancy. Arrangements being reviewed so recruitment pending this.	Until 31/3/08, but this includes normal recruitment process.
	Business support unit	17	Possible impact on complaint answering.	Post will be recruited to commence employment start of 1/4.

FINANCE AND COMMERCIAL

Service Areas	Description	Amount £000	Impact and How Covering	Length of Delay
Financial Services	Hold vacancies within business development, internal audit and services finance (env/hsg/gen team)	43	Work will be reprofiled.	Will vary according to circumstances – some posts currently being recruited to so vacant at present.

Exchequer Services	Hold trainee post	25	Some of the projects that this individual would have worked on / assisted with will be delayed.	Until year end and being considered as part of the 08/09 budget.
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Land and Property Services	Hold vacant posts in CH&S	50	Key activities reprofiled along with Audit Plan.	Until year end, but there would have been natural savings in any case. Posts being considered in any case as part of 08/09 budget.
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Business Systems <u>Hold vacant posts</u>	Do not replace a FOI Officer on secondment until year end	10	Essential activities redistributed. Performance of FOI requests monitored regularly.	Until year end.
	Portfolio Manager post	40	Currently vacant with essential activities reallocated.	Until year end and being considered as part of the 08/09 budget.
	DBA post	30	Adjusting service levels accordingly. No significant impact expected.	Staffing reductions to be considered in 2008/09 MTFS.
	Increase vacancy Drag	30	Managed by routine management.	Will be managed across a variety of posts.

CHILDREN'S SERVICES

Service Area	Description	Amount £000	Impact and How Covering	Length of Delay
Children's Services	Hold staff vacancies across a range of CS activities	305	Posts will not be covered formally. It will not be possible to absorb all work within staff who remain. Greatest impact on areas are CWD, EWO's and Ed Psychology and administration.	All posts will be frozen until 31/3/08, apart from: 1 x Social Working, leaving care 1.378 fte – independent reviewing officer 1 x Family Support Working LAC 1 x GWO All anticipated recruitment Jan 08. 1 x Deputy Youth manager, anticipated recruitment Feb 08.
	Anticipate additional staff vacancies across CS	140	Given that these vacancies are by definition unknown, it is not possible to quantify impact.	Vacancies which arise for the rest of the year will be subject to rigorous prioritisation. Those which can be frozen, which will be all but the absolutely exceptional circumstances, will be frozen until 31/3/08.

SUSTAINABLE COMMUNITIES

Service Areas	Description	Amount	Impact and How Covering	Length of Delay
Regeneration and Strategic Planning				
Senior Planner – existing savings/part funded from unallocated PDG	Salary	30	Covered in part by agency staff funded through PDG.	12 months.
Transport Team Leader – existing savings	Salary	20	Member of staff acting up but preparation work on LIP delayed.	6 months due to difficulty in recruitment. Appointment imminent.

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Service Areas	Description	Amount	Impact and How Covering	Length of Delay
Support Officer – existing savings	Salary	15	Duties covered in part by other supporting staff.	6 months – now filled by redeployee.
Urban Designer – keep vacant (from unallocated PDG)	Salary	35	New post, not filled with proactive work deferred.	12 months one off funding, to be reinstated if PDG allows.
Community Regeneration Officer – delay	Salary	15	Suggest in part from within Regeneration to mitigate impact.	5 months, now filled.
Development and Building Control				
Major Planner – keep vacant	Salary	45		