

Haringey Efficiency and Savings Programme - New proposals to Scrutiny 31st January 2011								Appendix 1
	Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
<b>People and Organisational Development Service/ Policy, Performance, Partnerships and Communication/ Chief Executive</b>								
1	Policy and Performance	<b>Review central feedback function</b> - further proposals to amend current corporate complaints procedure and centralise the handling of Members enquiries etc. linked to an upgrade of the 'Respond' database	68			68	A review of the process for managing feedback will allow the reduction to be managed.	Yes
2	LDMS	<b>Restructure of the whole business unit.</b> Staff consultation underway and delegated form due to be signed on 7 Feb. Should largely be delivered by 1 April. Savings shown net of pre-agreed saving of £57k	466			466	Reduction in support to Members	Yes
3	HR	<b>Review of HR services</b> - to determine a revised service offer that will deliver the support and service that the organisation needs to manage its people resource within the constraints of a reduced and limited cash budget. This sum is over and above the sums reported to Cabinet Dec 21 but less the pre-agreed saving of £63k. This saving includes previously reported Health and Safety proposals.	202	302		504	HR service is critical to ensuring that the Council manages people change. The future service will be focussed on enabling this change. HR provides support on employment matters	Yes
4	OD&L	<b>Review of OD&amp;L</b> -The review of Organisational Development activity will aim to improve the OD Service Offer to the council in the context of the need for savings and efficiencies. This sum is over and above the sums reported to Cabinet Dec 21 but less pre-agreed saving of £23k	460			460	OD will focus on providing support to the changes within the Council	Yes
5	OD&L	<b>Saving on spend for Adult &amp; Children Social worker training</b> (formally ABG funded)	282			282	Reduction in training	Yes
6	Policy and Performance	<b>Saving on activity within the HSP/LAA &amp; Equalities teams</b> (formally ABG funded)	159			159	Reduction in support to partnerships	Yes
7	Policy and Performance	<b>Savings on miscellaneous supplies &amp; services.</b>	107			107	None expected	No
8	Communications	<b>Marcoms</b> - further savings from centralised procurement budget once the marketing plan has been developed	64			64	None expected	No
9	Communications - Council Wide	<b>Following the outsourcing of Translation &amp; Interpretation</b> the proposal is to reduce the Council's overall translation budget by 60%	120			120	Cross council focus on which services require translation & interpretation	Yes
10	Communications	<b>Further staff reductions in Marcoms area over and above the SFR savings:</b> 1 x Business Support Officer Post; 1 x designer	80			80	Impact will be managed within service	No, existing EIA should cover
11	Member Allowances	<b>Following the Governance review it is proposed to merge some Committees.</b> This will achieve savings in Members Special Responsibility Allowances (SRA's).	125			125	Proposals to be subject of an implementation working group	Screening
12	Electoral Registration	<b>Shared management of this service with Waltham Forest will deliver a saving against a senior management post</b>	35			35	Minimal impact	No
	<b>POD/PPPC/CE Grand Total</b>		<b>2,168</b>	<b>302</b>	<b>0</b>	<b>2,470</b>		
<b>Corporate Resources</b>								
13	Director of Corporate Resources	<b>Delete the vacant Executive Assistant Post</b>	52			52	Minimal Impact - post has been vacant all year	No
14	CR Cross Cutting	<b>Reduction in supplies and services across Corporate Resources</b>	230			230	None expected	No
15	Corporate Finance	<b>Reduce Insurance team by 1 post</b>	25			25	None - service review being undertaken to ensure revised processes have no/minimal impact on services to the public and service departments	EqIA completed for A&RM restructure. Will be updated to take account of reduction
16	Corporate Finance	<b>Reduction in internal audit contract days</b>	10			10	None - ongoing review of key risks and discussions with external auditors to ensure statutory requirements of s151 can be maintained.	No
17	Corporate Property	<b>Bring forward Reduction in Office Accommodation</b> – letting out of empty space to commence immediately to realise savings earlier than previously anticipated.	200	100	(300)	0	Reduced flexibility due to removal of decant space. This is bringing forward savings planned in 2013/14 to reduce office accommodation.	No
18	Corporate Property	<b>Bring forward part of Reduction in Building Maintenance</b>	150	(125)	(25)	0	Increased risk of building closures. This is bringing forward part of the savings planned in 2012/13 and 2013/14.	Screening
19	Corporate Property	<b>Outsource the building cleaning service together with a reduction in the service levels</b>	150	150		300	Reduced level of cleaning will impact on building users resulting in some initial complaints.	Yes

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20	Corporate Property	Rationalise management structure through a review of the teams and functions and cease the provision of some in-house services	320			320	Reduction in management capacity of 40% will impact overall performance and reduce ability to support staff development, corporate initiatives and planning. Cessation of capital project management will impact ability to respond to directorates in respect of building improvements and new projects. Reduction in professional surveyor capacity results in the loss of qualification based career development opportunities.	EIA being carried out as part of the establishment review and consultation.
21	Legal	New Public Sector Mapping Agreement for England and Wales	20			20	From 1st April 2011 there will be a new collective digital mapping agreement called the Public Sector Mapping Agreement (PSMA). It will include local and central government as well as NHS organisations across England and Wales, who will all be able to access mapping data covering Great Britain and to share information based on OS mapping.	No
22	Legal	Reduce senior management posts by 25%	97			97	Reduction in senior management	Yes
23	Legal	Delete 12 lawyers and legal assistant posts	538			538	The deletion of 12 lawyers, including senior lawyers, and legal assistant posts relate to posts that are predominantly either currently vacant, covered by agency staff or are likely to become vacant through Voluntary Redundancy. They consist of legal staff posts in commercial and litigation and corporate divisions and result in extended response times and remove capacity to respond to upturns in demand.	Yes
24	Legal	Delete 4 admin/ business support posts	120			120	This reduction in Administrative staff will be achieved via a review conducted by a newly appointed Practice Manager. Administrative staff are key to enabling maintenance of performance levels in key legal areas and the reductions will have to be carefully planned.	Yes
25	Legal	Delete 2 Local Land Charges posts - sum over and above pre-agreed sum of £50k	10			10	Delete 2 Local Land Charges posts Two vacant posts to be deleted based on current levels of work	Yes
26	B&LT & Customer Services	Closure of Hornsey CSC	108	22		130	No visiting option for one side of the borough	Yes
27	B&LT & Customer Services	Closure of North Tottenham CSC	350	71		421	Increased enquiries and waiting times at South Tottenham CSC and Wood Green CSC.	Yes
28	B&LT & Customer Services	Saving resulting from grading review	250			250	No impact	Check existing EIA is sufficient
29	B&LT & Customer Services	Reduction of internal calls to switchboard	18			18	Benefit realisation dependant on comms and change management	No
30	B&LT & Customer Services	Management reshaping, delayering and reduction from the integration of CS/BLT over and above the sum included in Appendix 6 of 21 Dec Cabinet report.	478	(70)		408	The savings have been front loaded to give an implementation date of 1st June 2011. Resources require diverting to ensure a smooth change management approach and channel shift and process redesign needs to be implemented quickly for the savings to be achieved. Performance needs to be monitored closely to ensure that a reduction in staff and implementation resources does not have an immediate negative impact. Integration will require resources for skill and knowledge transfer and process redesign. Assumed reduction in partnership roles with no SLA's, and back office to receive agreed corporate standards.	Yes
31	B&LT & Customer Services	Reduce hours of Call Centre from 8-6 to 9-5	30			30	Calls would be taken by Vangent who currently take our 'out of hours' calls. The service is predominantly a messaging and re-direction service so no processing would be undertaken.	Screening
32	IT	Increased savings from IT Service VFM phase 2 over and above the sum included in Appendix 6 of 21 Dec Cabinet report	580			580	Aligns IT Services with the outcome of the IT Value for Money SFR and the delivery of the IT Strategy 2010-13 agreed at Cabinet; 80 staff are impacted although the number of deleted posts will be lower	Yes

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33	Customer Services/IT	Delete vacant senior post	125			125	Post is vacant.	No
34	IT	Fund Infrastructure renewal from borrowing	1,400	(600)	(300)	500	No impact on performance or delivery of the Infrastructure programme	No
	<b>CR Grand Total</b>		<b>5,261</b>	<b>(452)</b>	<b>(625)</b>	<b>4,184</b>		
	<b>CROSS COUNCIL</b>							
35	Customer Contact	Programme to shift customers to online transactions -. The programme will establish the costs, benefits and risks involved in establishing a revised operating model for customer contact that is streamlined and targeted to produce efficiencies	(500)	500		0	The customer contact savings from this proposal are more likely to be achieved in 2012/13 than 2011/12 given the other budget reductions being considered by the Council.	Yes
36	Spans of control and delayering	Savings for spans of control and delayering reflected elsewhere	(400)			(400)	These savings are detailed in the relevant departmental sections.	n/a
	<b>Grand Total CROSS COUNCIL</b>		<b>(900)</b>	<b>500</b>	<b>0</b>	<b>(400)</b>		
	<b>Adult, Culture and Community Services</b>							
37	Recreation Services	Review resourcing of Parkforce activities and related support and partnership funding particularly in relation to British Trust for Conservation Volunteers and Metropolitan Police Managed activity.	100	38	0	138	Will need to renegotiate or not renew contract/grant agreements with MPS and BTCV, and a possible reduction in support for enforcement and green outreach work.	Yes
38	Recreation Services	Broadwater Farm Community Centre Efficiency - The centre currently caters for the Broadwater Farm community, in terms of events, functions and some sporting activity both indoors and outdoors by means of a sports hall and outdoor pitch. The centre is operating at a deficit of £302k as per the 2010/11 budgeted position. There are a number of spaces for offices and meetings although lettings income is minimal. The Centre is now managed through the Sports & Leisure unit of Recreation Services, and an improvement plan has been developed/put in place. Improved efficiency will come from increased income (Health & Fitness and Premier League Sport project) and reduced staffing cost.	75	0	0	75	Achievement of income, but supported by in year capital spend and partnership with Tottenham Hotspur Foundation.	Yes
39	Recreation Services	White Hart Lane Community Sport Centre - The centre currently attracts over 200,000 visits, participating in sports activities. However, the centre is operating at a deficit of £478k as per the budgeted position and requires further capital investment to maintain the status quo. Revenue generation has been fairly flat for the last 10 years, especially since the development of Lea Valley Sports Centre which has taken many athletic events and activities. The focus has been to broaden the scope of WHLCSC which has sustained revenue but has not significantly reduced the deficit position.  Officers are currently exploring a regeneration led redevelopment of the site in conjunction with North London Business Partnership, Rugby Football League Association, Harlequins RFLC, Skolars RFLC and Haringey Borough Football Club. This could save at least £478k over 2-3 years and is reflected in the summary profile. This proposal would be based upon the relocation of Haringey Borough FC to WHLCSC and the disposal of Coles Park.	0	100	378	478	Level of cooperation amongst key stakeholders. Objections to the disposal of Coles Park. Requires significant level of capital investment for which no provision exists centrally.	Yes
40	Recreation Services	Leisure Service Option Review - To identify future service options for the delivery of services with a significantly reduced subsidy from the Council. One off upfront costs of delivery are estimated at £100k.	(100)	600	0	500	Would involve a move to contracted management of leisure centres and a loss of direct control, together with the TUPE of existing 94 FTE staff. However the current range of facilities and services at the sites would be maintained.	Yes
41	Voluntary Sector	Recommission and efficiency from grant funding to voluntary/third sector and London Boroughs Grants Committee	396	370	0	766	London Councils are returning the funding with the expectation that the funding is invested in voluntary sector, demonstrating priorities through a open/transparent process. The Council may be open to legal challenge from community and voluntary sector if the funding is not made available for the commissioning of services.	Yes

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42	Recreation Services	<b>Franchise Leisure catering at Park Road Leisure Centre and Tottenham Green Leisure Centre</b> - Park Road Leisure Centre has had a redundant area that has been redeveloped into a cafeteria and now has an operator in situ for a rent free period (20 months) in order to recoup the initial capital investment. Tottenham Green Leisure Centre already has a functional cafeteria which is operating at a deficit (managed in house). The approach is to have both cafeterias leased to ensure a consistent level of rental income, and delete existing net deficit operation at Tottenham Green.	9	27	0	36	None	Screening
43	Recreation Services	<b>Commercial Leasing of Parks Based Facilities</b> - Develop commercial leisure provision in parks in partnership with private sector/third sector operators. Would provide new local facilities, external investment, increased use and an income stream. Consultation already completed on one scheme where opposition issues could be substantially mitigated.	25	50	25	100	Could improve range of recreation facilities and activities available in the borough but will attract some opposition to "Commercialisation"	Screening
44	Cross Directorate	<b>Supplies and services budget reduction</b> - a temporary 10% reduction was made during 2011/12. This saving assumes the reduction to be permanent.	300			300	None	No
45	Safeguarding & Strategic Services	<b>Senior Management</b> - Deletion of 1 Post	115			115	Low impact	No
46	Safeguarding & Strategic Services	<b>Framework-I Systems Development Team</b> - Deletion of 2 posts	90			90	Medium impact. The team of 9 supports 900 end users, on the second largest system used by the council.	Yes
47	Safeguarding & Strategic Services	<b>Financial Assessment Team</b> - Deletion of 2 posts	65			65	Significant potential impact on the support available to frontline staff in Adult Services, both in terms of assessing for charging purposes and in delivering the requirements of the personalisation agenda. The work done delivers approximately £1m p.a. to the council. There is a risk that this will be less achievable with reduced numbers of staff.	Yes
48	Safeguarding & Strategic Services	<b>Safeguarding Service</b> - Deletion of 1 post	62			62	Low impact	Yes
49	Adults & Commissioning	<b>Assessment &amp; Care Management Practice Managers</b> - Deletion of 2 posts	100			100	Some reduction in management capacity to undertake the range of managerial functions, but will be part of wider reorganisation of service	Yes
50	Adults & Commissioning and Safeguarding & Strategic Services	<b>Admin &amp; Business Support Review</b> - Staffing reductions across the admin and business support functions in both Business Units	210			210	Low impact	Yes
51	Recreation Services	<b>Wolves Lane Horticultural Nursery Staffing</b> - To reduce the current number of Parks Operative posts on site	48			48	Reduced horticultural production support	Yes
52	Recreation Services	<b>Reduction in Parks Supervisory and Support Staff</b> - To reduce both Support and Team leader/charge hand capacity	70			70	Will reduce capacity, but be part of wider reorganisation of service	Yes
53	Recreation Services	<b>Sports &amp; Leisure Management Reduction</b> - To rationalise and reduce the current management team establishment by 2 posts. This includes the deletion of the Technical Managers post, now that revised and centralised buildings maintenance is fully established	94			94	Reduced service management capacity	Yes
54	Recreation Services	<b>Close Catering Unit at Tottenham Green Leisure Centre</b> - The centre currently has a small catering team, which has been scaled down in recent years. The catering business has actually operated at a loss of £28k in 2008/9 and £21k in 2009/10, and a deficit of £4.5k is projected for 2011/12. This position is unsustainable.	35			35	It is proposed that the centre moves to a franchised catering arrangement, and thus minimise any risk.	Yes
55	Culture, Learning & Libraries	<b>Staffing and Book Fund Reductions</b>	200			200	Impact on service delivery due to the reduction in the level of stock held in the Libraries as well as further staffing efficiencies	Yes

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56	Cross Directorate	<b>Non Statutory Services - funded from the former ABG</b>	1,381			1,381	These services deliver a range of preventative services, mostly commissioned through the voluntary sector (£272,779). * The savings will deliver efficiencies of £976,458 of WNF funding which will cease from 31/3/11 * It also includes £87,583 of services that have been decommissioned in year 2010/11 * Some of the funding contributes to services to other Directorates in the Council: - Welfare to Work £30k (Urban Environment) - Contribution to CYPS contract (Open Door) £21k - Reaping the Benefits (PPPC), £84k, to finish 31/1/2011	Yes
57	Safeguarding & Strategic Services	<b>Supporting People Programme Reduction</b>	5,000			5,000	The retention of one generic floating support service would ensure that a number of people in their own homes will continue to receive some support to ensure tenancy sustainment. The retained services would then be re-designed with a view to moving those relevant adult social care client groups into the personalisation agenda for future commissioning and focussing the programme on the Hard-To-Reach groups, within significantly closer working arrangements with strategic housing.	Yes
58	Recreation Services	<b>Further Parks staffing efficiencies and Leisure Development.</b>	660			660	This will lead to a 50% reduction in Parks and Open spaces maintenance regimes, a significant deterioration in the quality of open space, and potential claims from external funding bodies, particularly the HLF. The proposal will also lead to a further reduction of 19 posts.	Yes
<b>ACCS Grand Total</b>			<b>8,935</b>	<b>1,185</b>	<b>403</b>	<b>10,523</b>		
<b>Children and Young People's Service</b>								
59	Children's Network	<b>After School Childcare</b> - This service helps provide after school clubs across 14 play centres for children aged 5-14. The proposal is to secure new ways of making this provision through schools other Council providers, partners and a range of alternative providers.	576	0	0	576	As part of the changes to School Funding in 2011-12, resources from the extended services grant are being delegated to schools within their budgets, and we are intending to discuss with them a transitional arrangement for continuing to fund after school childcare provision for the most vulnerable using a small proportion of this resource; this would mitigate the impact that this reduction would otherwise have.	Yes
60	Children's Network	<b>Youth Service</b> - The work undertaken is an important part of preventative and early intervention work to reduce the numbers of young people entering statutory services and prevent poor outcomes, and this will be the key focus of future youth service provision. The proposed saving to the Youth Service budget is 75%, and managers are currently considering a range of options as to how this can be achieved whilst prioritising provision for at risk and vulnerable groups.	1,568	392	0	1,960	This represents a significant reduction in the funding for the Youth Service and will therefore result in a more focussed approach being adopted with reductions in the days on which services are available to young people. This means less centre based activity, more detached youth work through teams deployed to particular areas and the use of community based settings. The Council is working with the youth of the Borough to help determine the future shape of the service offer.	Yes
61	Children's Network	<b>Early Years and Childcare</b> - This currently enables us to support and deliver 18 children's centres and our statutory obligations regarding quality and access. The children centre programme and management, administration and commissioning of services will be reduced and services will be targeted to the most vulnerable families. The Family Information Service will also be integrated into the new early years structure.	5,236	1,283		6,519	This will result in a reduction to the number of centres designated as providing the core children's centre offer; those that are resourced to provide the full core offer will be targeted at those areas of most need in line with the original programme intentions.	Yes
62	School Standards and Inclusion	<b>School Standards</b> - review of previous proposals to make more use of grants subsumed into DSG e.g. EMAG. Subject to approval of DSG Budget Strategy.	250			250	The government has made it clear that schools will take responsibility for school improvement. The residual local authority role will be to 'police' the progress of schools and to trigger intervention where schools fail to make progress.	Yes

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63	Children's Network	Integration of Behaviour, Attendance and Welfare service including management efficiencies.	159	11		170	This will result in more efficient ways of dealing with these related behavioural issues by giving managers cross service responsibility; there should not be a particular reduction in services to children, families or schools.	Yes
64	Business Support and Development	Additional minor proposals and changes to phasing in the BSD Business Unit	103	(3)		100	Responsibilities have been distributed elsewhere within the service.	Yes
65	Children and Families	Children and Families - Proposals to reduce to essential posts required to process payments and invoices through centralisation and to reduce administrative support across Children and Families to those essential posts which help to manage the cost of professional staff were considered at December Cabinet. This additional proposal brings some of these savings forward and extends the scope.	415	95	(270)	240	These savings will further reduce the number of administrative and support posts where such reductions do not affect support to social workers doing casework with children and families.	Yes
CYPS Grand Total			8,307	1,778	(270)	9,815		
Urban Environment								
66	Frontline Services	Additional savings from new Public Realm contract above the level pre-agreed in the 2010-11 budget.	500			500	There will be no impact on performance. In determining the affordability envelope for the new waste contract it was assumed that ABG funding would no longer be available, and this has proved to be the case. Nevertheless as part of the competitive dialogue process with bidders, negotiations have resulted in performance in key areas being maintained or improved.	Yes
67	Frontline Services	Increased income from Permit and Pay and Display Parking Charges	900	100		1,000	These increases are subject to statutory notification and for permit charges approval will be required under delegation to the Cabinet Member for Neighbourhood and Director of UE (if no major objections are received) and for pay and display approval will be required by Cabinet on 22nd March 2011.	Yes
68	Frontline Services	Reduced cost of Street Lighting Contract	40			40	This is already in place and will delivered next year.	No
69	Strategic and Community Housing Services	Licensing of Houses in Multiple Occupation	100			100	Beneficial impact from income generation from existing resources and improved regulation of HMOs.	Screening
70	Planning, Regeneration and Economy	Restructure of Planning, Regeneration and Economy	210			210	This proposal would mean LBH Planning and Regeneration service would be one of the smallest in London. All work would need to be focused and prioritised through a more rigorous business plan process. It will not be possible to deal with all desired planning policy, projects, regeneration and DM and BC work requested by members of the public and councillors.	Yes
71	Planning, Regeneration and Economy	Increased Section 106 drawdown	70			70	No impact	No
72	Planning, Regeneration and Economy	Increased demand and extra charges for pre-application advice	50			50	There will be no impact on performance. Should Govt regulations allowing Planning fee increase be allowed (March 2011), this can be off set. Need to be careful fee increases do not reduce planning application numbers at a time of economic down turn.	No
73	Planning, Regeneration and Economy	Reduction in funding for Haringey Guarantee programme by the former ABG	700			700	This removes a significant proportion of HG funding which is used to tackle the furthest from the job market. The annual targets of 1-200 people into work and 60 apprenticeships, and 2-300 people into training will be affected. Families intoWork will also be affected. Targets could under achieve by 50%. The remaining budget will be used to fund transitional arrangements to the development of a social enterprise delivering economic development services including local delivery of programmes tackling worklessness.	Yes

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74	Planning, Regeneration and Economy	Shared Economic Development service with Waltham Forest	75	25		100	Haringey and Waltham Forest Councils are working together to explore ways to provide high quality joint services. Shared services between the two boroughs can deliver services at reduced costs in a time of reduced resources. The shared service would involve reducing staffing levels from 12 (6 in each borough) to a total of 8 across both boroughs. The shared service will focus on tackling worklessness, social inclusion and promoting youth employment initiatives, there would be almost no capacity to focus on business enterprise, support, development and engagement activities.	No
75	Safer, Stronger Communities	Decommissioning of Neighbourhood Management Service and reduction in Priority Plan budgets	1,400			1,400	The impact on reducing to a minimum the funding of work on Area Priority Plans has been minimal as where councillors or senior officers had made commitments to residents, this work was carried out, with no new commitments being made. The proposal to close the Neighbourhood Management Service includes recommendations to mainstream or transfer key functions to other services within the Council, hence mitigating against any impact the loss of NMS may cause.	Yes
76	Safer, Stronger Communities	Removal of one senior management post	100			100	No impact, as teams/services will be transferred to other 2nd tier managers across Council.	No
77	Safer, Stronger Communities	Cessation of funding for extra Haringey Police Provision to tackle high priority targets and Problem Solving activities to tackle locally identified crime reduction projects	305			305	No impact on Council officers' performance. Reduction in Police overtime for specific operations.	Yes
78	Safer, Stronger Communities	Cessation of funding for anti burglary support project (co-ordinator role and handy person)	35			35	Minimal impact as vulnerable people covered quite well over last three years of funding this work.	Yes
79	Safer, Stronger Communities	Cessation of funding for Independent Domestic Violence Advocate roles (1.5 FTE)	35			35	This funding was agreed for one year only: 2010/11.	Yes
80	Safer, Stronger Communities	Cessation of funding for Victim Support service for young people	45			45	This funding was agreed to set up this work during last couple of years and always known to be ending in March 2011.	Yes
81	Safer, Stronger Communities	Increase in HRA funding for ASBAT	250			250	No impact - balance of funding change, no change in level of service provision	No
82	Director's Office	Reduction of contribution to Community Transport in Haringey funded by the former ABG	80			80	No impact - scheme will now be funded from Core Sustainable Transport budgets	No
83	UE Cross-cutting	Implementation of One Frontline service	1,250	500		1,750	This is a restructure of the existing services and will mean that a number of service areas will be affected, reducing some service offerings and stopping some aspects of services. There would be less back office support and management roles and would mean having a clear action plan for delivering outcomes (limited to no flexibility for ad hoc requests outside the agreed planning process)	Yes
84	UE Cross-cutting	Implementation of Carbon Management and Sustainability Service	250	250		500	This is a merger of the existing Environmental Resources Projects, Transport Planning, Housing Strategy, Housing Enabling, Planning Policy and Design and Strategic Sites and Physical Regeneration Teams into an integrated Carbon Management and Sustainability Service. This will mean that a number of service areas will be affected, reducing some service offerings and stopping some aspects of services. There would be less back office support and management roles and would mean having a clear action plan for delivering outcomes and agreed priorities.	Screening
85	UE Cross-cutting	Urban Environment Business Support and Administration Review	150			150	The review will focus on rationalising administration and business support activities and roles across the Directorate.	Yes
	<b>UE Grand Total</b>		<b>6,545</b>	<b>875</b>	<b>0</b>	<b>7,420</b>		
	<b>Grand Total Savings Proposals to Scrutiny 31st January 2011</b>		<b>30,316</b>	<b>4,188</b>	<b>(492)</b>	<b>34,012</b>		