

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

**Monday, 30th January, 2017, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Charles Wright (Chair), Pippa Connor (Vice-Chair),
Makbule Gunes, Kirsten Hearn and Emine Ibrahim

Co-optees/Non Voting Members: Uzma Naseer (Parent Governor Representative),
Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member -
Church Representative (CofE)) and Chukwuemeka Ekeowa (Co-opted Member -
Church Representative (RC))

Quorum: 3

1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. **APOLOGIES FOR ABSENCE**

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 13 below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 10)

To approve the minutes of the Overview and Scrutiny Committees held on 8 November 2016, 28 November 2016 (**to follow**) and 6 December 2016.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 11 - 48)

To receive and note the minutes of the following Scrutiny Panels and to approve any recommendations contained within:

Adults and Health Scrutiny Panel – 17 November 2016

Children and Young People Scrutiny Panel – 13 December 2016

Environment and Community Safety Scrutiny Panel – 4 October 2016 and 8 December 2016

Housing and Regeneration Scrutiny Panel – 3 October 2016

8. TREASURY MANAGEMENT STRATEGY STATEMENT

TO FOLLOW

9. BUDGET CONSULTATION FINDINGS

To receive a presentation on the findings of the Budget Consultation.

10. BUDGET SCRUTINY MINUTES (PAGES 49 - 72)

To note the minutes of the budget Scrutiny Panel meetings:

Children and Young People Scrutiny Panel – 13 December 2016

Adults and Health Scrutiny Panel – 20 December 2016

Environment and Community Safety Scrutiny Panel – **to follow**

Housing and Regeneration Scrutiny Panel – **to follow**

Overview and Scrutiny Committee – 17 January 2017

11. BUDGET SCRUTINY RECOMMENDATIONS (PAGES 73 - 272)

This report sets out how budget proposals detailed in the draft 5 year Medium Term Financial Strategy (2017/18 – 2021/22) have been scrutinised, and the recommendations that have been reached by the Overview and Scrutiny Committee (OSC) and Scrutiny Review Panels.

Members of the Committee are asked to consider and agree recommendations contained within this report so that these can be considered by Cabinet on 14 February 2017, when they will also agree the final MTFS proposals.

12. WORK PROGRAMME UPDATE (PAGES 273 - 284)

This report gives details of the proposed OSC work programme for the remainder of the municipal year.

13. NEW ITEMS OF URGENT BUSINESS

14. FUTURE MEETINGS

To note the dates of future meetings:

9 February 2017 (special)

27 March 2017

Felicity Foley, Principal Committee Co-ordinator

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Bernie Ryan

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Friday, 20 January 2017

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MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON TUESDAY, 8TH NOVEMBER, 2016

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Kirsten Hearn and Emine Ibrahim

50. FILMING AT MEETINGS

Noted.

51. APOLOGIES FOR ABSENCE

None.

52. URGENT BUSINESS

It being a special meeting under Part 4, Section B, Paragraph 17 of the Council's Constitution, no other business was considered at the meeting.

53. DECLARATIONS OF INTEREST

None.

54. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

The Committee received a deputation from three representatives of the Hornsey Town Hall Appreciation Society – Clifford Tibber, Alan Midgley and David Winskill.

Mr Tibber presented the deputation. NOTED:

- a. At the Cabinet meeting on 17 October, a petition had been presented with 2300 signatures, asking Cabinet to reconsider the decision to turn HTH into a hotel. Since this date, the number of signatories had risen to 6660. Catherine West MP had received over 1000 emails requesting that the decision be referred to full Council for a decision. A third of the Councillors had called in the decision, and had requested it to be referred to full Council. Mr Tibber requested that Overview and Scrutiny Committee could not ignore these, as these figures alone should be sufficient to trigger a debate at a full Council meeting.
- b. The award of a contract to an SPV which had not been part of the original procurement process was not appropriate. The original bid for the contract was by Far East Consortium, but the contract had been awarded to a newly set up company by FEC, who did not bid for the contract.
- c. The GVA Options Appraisal Report had produced definitions for the minimum requirements of community use and access of Hornsey Town Hall:
 - Regular tours of / interactive tools for, the historic spaces, with specific guided events at least once a month (minimum);

- The building must be open and accessible to the public for key dates such as for example St George's Day and Armistice Day ceremonies;
- The building must be open and accessible for London Open House;
- Special 'one-off' community requests should be accommodated wherever possible; and
- HTH and its facilities should be accessible to all, and accordingly a differentiated price list for facility hire should reflect commercial and community needs and affordability.

It was considered that these definitions did not provide for community use.

- d. It was suggested that HTH could continue to run as a community building, with the rents from businesses run from HTH being used to fund community events. The car park could be sold, and the revenue made from this used to repair HTH.
- e. There had been no consultation on this, and the only information provided to the public had been what Cabinet had chosen to publish. A request had been made in June to see the tenderer information, but the information had not been released. This was referred to the Information Commissioner, who had confirmed that this information should be made available.

55. CALL IN OF CAB 88: RECOMMENDATION OF A PREFERRED BIDDER TO SECURE THE FUTURE OF HORNSEY TOWN HALL

Following an outline of the process for the call-in meeting, and the possible outcomes, the Chair invited Councillors Engert and Ejiofor to present their arguments for why they had requested the Cabinet decision to be called in and the alternative action requested.

Councillor Gail Engert set out her reasons for the call-in. She presented a petition to the Chair, and read a number of comments made by the signatories. Councillor Engert stated that as the Leader of the Opposition party, she supported the views of the petition that the proposals were not the right ones for Hornsey Town Hall. The counter-signatories and Councillor Engert did not believe that other options had not been considered, and suggested that money in the capital budget could be used to renovate Hornsey Town Hall. There were concerns that there would be a loss of public use, especially of the green space outside of the Town Hall. Councillor Engert requested that the decision be referred to full Council to allow a vote by all members of the Council.

In response to questions from the Committee, Councillor Engert explained that her call-in did not suggest that the decision fell outside of the policy framework. She stated that the Town Hall should be available for community use, workshops and start-up spaces for businesses. It was felt that if the car park behind the Town Hall was sold off, then the capital receipt from this could be used to replenish the capital budget, if this money was used to refurbish the Town Hall. The mix of arts and business space could then be used to finance the day to day running of the Town Hall, and provide for community use.

Councillor Ejiofor set out his reasons for the call-in which included that the proposed decision did not provide a sufficient amount of affordable homes, the procurement process had not delivered good value for money, there was no certainty with regard to

the community aspect of the proposal, and that the decision was outside of the policy framework.

In response to questions from the Committee, Councillor Ejofor stated that public access should mean public access and that the community offer in the proposal should be consulted on with the community to see if it was fit for purpose. He was not opposed to the principle of the proposal, but it needed to deliver for the people of Haringey, and he did not feel that that this was the case. In his opinion, and in the opinions of the 12 Labour signatories, not all options for Hornsey Town Hall had been considered.

The Cabinet Member for Regeneration and Planning, Councillor Strickland, responded to the call-in. He explained that Hornsey Town Hall needed to be restored and brought back to public use, and previous occupants of the building had found that the restoration costs had been so high that running the Town Hall as purely a community building was not viable. A rigorous procurement process had been followed, and FEC had been recommended to Cabinet as the preferred bidder. The proposal struck a good balance – the hotel would provide capital investment into the building, and provide ongoing revenue, which would enable areas of the building to be made available for public use. In response to the points made in regard to affordable housing, he referred to a number of sites across the borough where affordable housing had been built. Councillor Strickland also pointed out that the call-in was in relation to a decision made by Cabinet on the procurement process and not the housing plans.

In response to questions from the Committee, Councillor Strickland and officers informed them that any community use would be set out through legal agreements, with strict, clear and enforceable actions if the agreement was not adhered to. There were ongoing conversations taking place regarding this. It was also explained to the Committee that new planning permission could be applied for if it was felt that the current planning permission was not suitable for the proposal – however, it was also pointed out that the current planning permission was granted six years ago and it was not in the Council's power to force the bidder to change the number of affordable units set out in a 'live' planning permission.

Clerk's note – the Committee agreed to suspend standing orders to allow the meeting to continue beyond 22.00

Councillor Strickland referred Members to the Cabinet report, which set out clear reassurances on how the procurement process would be managed and monitored.

After further discussion around the green space at the front of the building, Councillor Strickland reiterated that the inclusion of the green within the proposal was agreed by the Cabinet in June 2015, and that the decision which was subject of the call-in was the procurement decision taken by Cabinet.

Clerk's note – at this point in the meeting, the Committee passed a motion to exclude the press and public to allow them to discuss exempt areas of the report, and left the room to do so. The meeting then reconvened in public session at 22.35.

The Legal Officer, Stephen Lawrence-Orumwense, referred the Committee to the report of the Monitoring Officer, which stated that the decision did not fall outside of the Policy Framework.

RESOLVED that the decision be referred back to Cabinet, with the following recommendations:

- a) That the Cabinet consider imposing a legal covenant guaranteeing free public access to the square, running with the land in perpetuity;
- b) That the Cabinet Member explores in conversation with the preferred bidder increasing the amount of affordable housing offered on the site, noting that an increased level of affordable housing cannot be imposed;
- c) That the Cabinet Member for Housing, Regeneration and Planning continues to explore possible support from the Mayor of London for increasing the amount of affordable housing offered on the site;
- d) That the Cabinet consider ring-fencing the capital receipt obtained from the transaction for affordable housing, or foregoing a proportion of any capital receipt in order to increase the amount of affordable housing offered on the site;
- e) That the Cabinet consider ring-fencing any overage monies to provide additional affordable housing;
- f) That the Cabinet consider offering a tailored package of support for businesses currently located at Hornsey Town Hall that will be displaced by the proposed development;
- g) That the Cabinet ensure the community is engaged with as soon as possible after an agreement is made with the preferred bidder to ensure the community can be as fully involved as possible. This engagement should not be delayed until the building is reopened;
- h) That the Cabinet confirm in its negotiations on final terms with the preferred bidder how the community use of the building, including the arts centre, be ensured, particularly in mitigating against potential financial obstacles and the impact of shortfalls or assignment;;
- i) That the Cabinet agree an active method of policing the lease and the use of the building. This could include a requirement for the Cabinet Member and officers to provide an update to Cabinet on the progress of the project, compliance with legal requirements, at least annually and in the event of any proposed material changes;
- j) That the Cabinet seek to ensure a high standard of design and accessibility in the development of the site, alongside compliance with planning requirements in respect of density, massing and height levels.

56. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the discussion of item 8 as it contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).

57. CALL IN OF CAB 88: RECOMMENDATION OF A PREFERRED BIDDER TO SECURE THE FUTURE OF HORNSEY TOWN HALL

The Committee discussed information pertaining to the exempt section of the report.

CHAIR: Councillor Charles Wright

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON TUESDAY, 6TH DECEMBER, 2016, 7.00 - 10.00 pm

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Kirsten Hearn and Emine Ibrahim

75. FILMING AT MEETINGS

The Chair drew attendees' attention to the notice as shown at item one of the agenda.

76. APOLOGIES FOR ABSENCE

None.

77. URGENT BUSINESS

It being a special meeting under Part 4, Section B, Paragraph 17 of the Council's Constitution, no other business was considered at the meeting.

78. DECLARATIONS OF INTEREST

None.

79. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

80. CALL-IN OF CAB 121: SALE OF LAND AT KERSWELL CLOSE N15 5HT

Following an outline of the process for the Call In meeting, and its possible outcomes, the Chair invited Councillor Tucker to present his arguments for why he had requested the Cabinet decision on the sale of land at Kerswell Close be called in, and the alternative action he requested.

Cllr Tucker set out his reasons for the Call In, and where he disagreed with the officer's report and Monitoring Officer's report. Upon questioning from Members, he explained while he had concerns that may be considered by the Planning Committee, that stage was often too late for substantive changes to be made – hence his call-in. He was concerned at the disposal of the Council's land in a way that did not support the Council's priorities, in particular the provision of affordable housing.

Responding to the points raised in the Call In, the Cabinet Members for Corporate Resources, Councillor Demirci, and for Housing, Regeneration and Planning, Councillor Strickland, set out that this was a property decision, rather than a planning decision. That said, the sale was contingent on planning approval, and planning-related matters in the Call In would be addressed as part of the lengthy planning process. The quasi-judicial nature of that process meant its integrity should not be questioned. The proposal from Pocket Homes for the use of the land met the Council's commitment to supporting a range of housing types, in particular intermediate homes being for sale in the east of the borough.

The Cabinet Members were clear that the eligibility criteria operated by Pocket Homes were consistent with national definitions of intermediate housing, certainly in comparison with flats being provided for the open market. Additionally, it was noted that residents in existing Pocket Home developments were at wage levels far below the Mayor of London's upper limit of income for intermediate housing eligibility, partly due to Pocket Homes' prioritisation of eligible individuals with lower income levels. Prospective purchasers could be eligible for support from the Government's Help to Buy schemes, but that was not guaranteed and had therefore not been factored into considerations of affordability.

Responding to questions, the Cabinet Members and officers noted that Pocket Homes had not brought forward a proposal for developing the land being leased to them under this decision, and so there was no specific detail available on the construction method, materials to be used or the sizes or prices of properties. The valuation by the district valuer had used some assumptions about the lessors' proposals in confirming the value of the land being leased. The planning process involved challenge to some proposals, and issues of air quality raised by Councillor Tucker, which were not unique to this site, would be considered in the planning process, as would the potential need to maintain or preserve trees on the site.

The Committee noted that there was no overall policy for the disposal of infill land, and that potential developers and housing associations were engaged with on specific sites according to each site's potential and the expectation that specific needs of each site would be dealt with in the interaction of development proposals and the planning process.

In further discussion, Councillor Tucker confirmed he would believe the sale should not proceed, that he remained doubtful that housing developed on the site would be affordable, and that social housing would be preferable if there were to be development on that site.

Councillor Strickland re-stated his view, in line with the officer report and Monitoring Officer's report, that the Cabinet decision was in line with the policy framework, that the sale supported the provision of intermediate housing, which was lacking in the borough and that many issues raised in the Call In would be considered within the planning process.

Following discussion, the Committee agreed that the decision was within the budget and policy framework, with one member believing it was outside the policy framework.

It was agreed by the Committee that the issues raised by this called-in decision and the call-in of the Cabinet's October decision on the future of Hornsey Town Hall, which also centred on the sale of Council land and supply of affordable housing, merited further consideration and that referral to Full Council or back to the decision-maker would not address these broader issues.

The Overview and Scrutiny Committee would reflect on whether the policies comprising the policy framework were sufficiently clear and testable, and the Housing and Regeneration Scrutiny Panel would consider how the Council was performing against the housing supply commitments within the policy framework. There was also a special meeting of the Overview and Scrutiny Committee and Housing and Regeneration Panel scheduled for February, which would consider the Cabinet's housing plans (Housing Allocations Policy; Tenancy Strategy; Homelessness Strategy and Delivery Plan; and Intermediate Housing Policy), that were being consulted on. The Environment and Community Safety Scrutiny panel may also consider the Council's disposal of green spaces in due course.

The Committee also noted that there were other methods for Members to encourage scrutiny of the Cabinet's decisions, further to the Call In process.

RESOLVED:

1. That the decision taken by Cabinet was within the budget and policy Framework
2. To take no further action, meaning the key decision could be implemented immediately.

81. EXCLUSION OF THE PRESS AND PUBLIC

There were no matters to discuss in the exempt section of the report, and the meeting concluded before reaching this item.

82. CALL-IN OF CAB 121: SALE OF LAND AT KERSWELL CLOSE N15 5HT

Not discussed.

CHAIR: Councillor Charles Wright

Signed by Chair

Date

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**MINUTES OF THE MEETING OF THE ADULTS AND HEALTH
SCRUTINY PANEL HELD ON THURSDAY 17TH NOVEMBER 2016,
6.30 – 8.35PM**

PRESENT:

Councillors: Pippa Connor (Chair), Gina Adamou, Charles Adje, Patrick Berryman, Eddie Griffith and Peter Mitchell

ALSO PRESENT:

Councillors: Jason Arthur, Cabinet Member for Finance and Health, and Gideon Bull

31. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

32. APOLOGIES FOR ABSENCE

It was noted apologies for absence had been received from Cllr David Beacham and Helena Kania.

33. ITEMS OF URGENT BUSINESS

None

34. DECLARATIONS OF INTEREST

Cllr Gina Adamou declared a personal interest in relation to agenda items 7 and 8 by virtue of one of her daughters working in Haringey as a social worker.

Cllr Gina Adamou declared a personal interest in relation to agenda items 7 and 8 by virtue of one of her daughters being a teacher.

Cllr Gina Adamou also declared a personal interest in relation to agenda items 7 and 8 by virtue of her son working in the teaching and education sector.

There were no disclosable pecuniary interests or prejudicial interests declared by members.

35. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None

36. MINUTES

AGREED: That the minutes of the meeting held on 29 September 2016 be approved as a correct record, subject to the bullet points on page 8 / minute 26 (Commissioning for Better Outcomes – Presentation) being reworded to read:

During discussion, reference was made to the following:

- *The fact care workers had lodged a case at the employment tribunal to complain that a number of contractors had not paid their staff the national minimum wage for work carried out in the borough.*
- *The Panel was informed that the tribunal was ongoing. However, it was noted the Council had paid contractors enough money through contract fees to ensure all live-in carers could receive the national living wage for 24 hour care provided. In addition, it was noted the council required all contractors to obey minimum wage law, including remuneration for travel time.*
- *The Panel was advised that the Council no longer had in place any contracts with Sevacare, following serious concerns raised by the Care Quality Commission in April 2016.*

37. PRIORITY 2 BUDGET POSITION (PERIOD 6 2016/17)

David Tully, Head of Finance, Adults and Children, provided an overview of the financial performance, at the end of quarter 2 (2016/17), of services managed by the Director of Adult Social Services and the Adults focussed services managed by the Director of Public Health and the Assistant Director of Commissioning.

The Panel was informed that services contributing to Priority 2 outcomes, set out in Haringey's Corporate Plan 2015-18, were forecast to overspend by £12.8m in 2016/17. The summary forecast positions for: Packages of Care (Adults); Directly provided services (Adults); Other Adults Social Care (Adults); Commissioning Budgets; and Public Health Budgets, set out in Table 1 of the report, were noted.

Mr Tully explained that the projected overspend confirmed difficulties in delivering savings measures on time, and, in particular, being able to contain demand for adult social care. It was noted that there had nonetheless been reductions in expenditure, albeit not at the pace or scale expected by savings targets.

The Panel was informed care packages for Adults were significantly overspent (by 11.5m) and that this would have been £5m more had there not been agreement from Cabinet in September 2016 to allocate funding from contingency. Beverley Tarka, Director Adult Social Services, advised that cost of care in 2015/16 had been higher than anticipated because of increasing complexity of need as well as increase in numbers of people assessed for care and support plans.

In response to questions, the Panel was informed that care purchasing spend was based on actual open cases at 1 April 2016, forecast new cases during the year, at 2015/16 levels of activity, less the natural rate of closed packages during 2015/16. It was noted the forecast cost had taken into account the expected impact of all

transformation projects in 2016/17, reflecting actual changes in activity levels as the year progressed, to produce a variance of £11.5m.

The following issues were considered in relation to demand pressures:

- Care purchasing and direct provision budgets were overspent due to higher than anticipated demand.
- Increasing client numbers, particularly those requiring relatively high levels of care, was noted as being the key reason for the gap. However, it was recognised that there were additional pressures on costs for particular types of provision and that wider market conditions were expected to have an impact.
- The pressures being experienced in Haringey were consistent with wider national trends in health and social care, with demand for services far outstripping resources.
- The importance of rebalancing resources, as part of the 2017/18 – 2021/22 MTFS, to support growth/demand pressures in adult social care.

To help improve understanding of the demand and budget pressures relating to adult social care the Panel requested further information, via briefing from the Corporate Delivery Unit, on: how the number of residents presenting for council support had changed; how the number of clients and service users had changed; and how unit costs and wider market changes had contributed to budget pressures.

In terms of Directly Provided Services, the Panel was informed that much of the overspend of £1.4m had arisen from slippage in implementing a re-provision of directly provided services (£1.0m) and from overspends at Osborne Grove (£0.4m).

In terms of Osborne Grove, the Panel was informed re-provision arrangements were not expected to be put in place before April 2017. Ms Tarka explained that there had been difficulties with the premises at Osborne Grove and this had meant no new clients were being admitted. With this in mind, the Panel was informed that original plans for savings at Osborne Grove would need to be rethought and would be resubmitted as part of the revised MTFS. It was noted that savings could not be met in the way originally envisaged.

In terms of the closure of Day Opportunities at the Haven and Grange, with remodelling of provision at the Haynes, a number of concerns were raised in relation to the transition out of a buildings based service model. It was agreed such concerns should be further considered as part of the Day Opportunities Transformation item, scheduled for review by the Panel on 6 March 2017.

In response to questions, concerning the breakdown of targets for the re-provision of savings at the Haven, Grange and Haynes, Mr Tully reported the combined saving being reported was £440k by 2017/18, representing £550k for the closure / reductions at current establishments and £110k for re-provision of alternative packages for the individuals attending them. With this in mind, Mr Tully was asked to provide a briefing

note to explain how this compared with the original savings plans outlined in the 2015-2018 MTFS, with figures provided for each establishment.

During the discussion, reference was made to a variety of issues, including:

- Between 2010 and 2018 the government cut the council's funding in real terms by 40 per cent and that this resulted in the need for Haringey to make £190 million in savings.
- The impact of the national living wage and EU ruling on "sleep in" payments on the care sector and costs associated with implementing the Care Act 2014.
- The development of new ways of working, through an Integrated Target Operating Model that would enable Adults in Haringey to live healthy, long and fulfilling lives by maximising their independence while supporting the future financial sustainability of health and care services in the Borough.
- The role of procurement / contract management in terms of delivering savings and better outcomes.
- Issues concerning pay, training and support in relation to recruitment, retention and staff turnover, set out in section 6.4.1 of the report.
- The fact all MTFS savings were subject to equalities impact assessments.
- The process for budget scrutiny (consideration of draft MTFS proposals for 2017/18 – 2021/22) as set out in the Council's Constitution (Part 4, Section G).

Mr Tully summarised the savings targets for all the services in Priority 2 and their delivery status. In response to questions, the Panel was asked to note that current MTFS initiatives were largely on track. However, it was recognised there was a small element that could not be delivered, even with an extra year. In overall terms, the Panel was informed that around £23m out of the original targets had plans for delivery (either already achieved, on track with firm plans or savings with less certain plans). Updates on a number of activities were considered, including: promoting independence reviews; Diversion at the Front Door; Reablement Savings; and Shared Lives Expansion.

The Panel noted the information provided in Table 2c in relation to MTFS savings in the context of the natural trajectory for costs and the budget for Priority 2. The Panel was informed that the table indicated that by 2018/19 the existing savings programme would have delivered £23m savings. However, due to demand, this had left a gap of £22m. As a result, in order to deliver spending within budgets, officers would have had to identify twice as many savings (£45m). Given that Cabinet added £5m to recognise the increase in demand in September 2016, it was acknowledged that the aim, with hindsight, should have been to deliver £50m of savings.

The Panel was informed that slippage on savings and continuing demand had contributed to the existing financial position. It was noted the revised MTFS would need to recognise the size of the gap (i.e. close the gap), even if this required

subsequent, new savings to assist in managing the Council's overall financial position. It was recognised that this would be discussed further as part of the budget scrutiny process for 2017/18 – 2021/22. In addition, when taking action to reduce the overspend, it was noted the Council would need to act reasonably and in accordance with its statutory duties and responsibilities.

AGREED:

- (a) That the financial position of Priority 2 Services (Adults Social Care, Commissioning and Public Health), at the end of quarter 2 (2016/17), be noted.
- (b) That an update on the financial performance of Priority 2 Services (Adults Social Care, Commissioning and Public Health) be considered by the Scrutiny Panel during quarter 2 of 2017/18.
- (c) That the Head of the Corporate Delivery Unit be asked to prepare a briefing note, on Demand Pressures in Adult Social Care, for Panel Members before the end of November 2016.
- (d) That the Head of Finance, Adults and Children, be asked to provide a breakdown (via email to Panel Members) of the re-provision savings at the Haven, Grange and Haynes and how this compared with original plans outlined in the 2015-18 MTFS.
- (e) That care packages for Adults be prioritised as an issue for further investigation when developing the scrutiny work programme for 2017/18, and that this be recommended for endorsement by the Overview and Scrutiny Committee.
- (f) That consideration be given to the scope of the Day Opportunities Transformation item, scheduled for review by the Panel on 6 March 2017, based on concerns raised about the transition out of a buildings based service model.

38. WORK PROGRAMME UPDATE

Christian Scade, Principal Scrutiny Officer, provided an update on the proposed work programme for the remainder of the 2016/17 municipal year.

AGREED: That subject to the additions, comments and amendments, referred to under the Priority 2 Budget Position item, the areas of inquiry outlined in Appendix A of the Work Programme Update be approved and recommended for endorsement by the Overview and Scrutiny Committee.

39. NEW ITEMS OF URGENT BUSINESS

None

40. DATES OF FUTURE MEETINGS

The Chair referred Members present to item 10 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON TUESDAY, 13TH DECEMBER, 2016

PRESENT:

Councillors: Luci Davin, Kirsten Hearn (Chair), Toni Mallett and Liz Morris

Co-opted Member: Luci Davin (Parent Governor representative)

18. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mark Blake and Uzma Naseer (Parent Governor representative).

19. ITEMS OF URGENT BUSINESS

None.

20. DECLARATIONS OF INTEREST

Councillor Mallett stated that she was a governor at Broadwaters.

21. UPDATE ON RECOMMENDATIONS FROM THE OFSTED INSPECTION OF SERVICES FOR CHILDREN IN NEED OF HEALTH AND PROTECTION, LOOKED AFTER CHILDREN AND CARE LEAVERS AND REVIEW OF THE EFFECTIVENESS OF THE LOCAL SAFEGUARDING CHILDREN BOARD

Inspection on the Effectiveness of the Local Safeguarding Children Board (LSCB)

The Panel considered an update on progress with the implementation of the recommendations from the Ofsted inspection of 2014 on the effectiveness of the Local Safeguarding Children Board (LSCB). He reported that there were only four recommendations that directly concerned the LSCB and these had all been dealt with within a few months of the report.

He stated that participation from schools was much better, with Head Teachers attending meetings regularly. He met periodically with the Head Teachers Forum and, in addition, the LSCB had initiated specific pieces of work with schools. In respect of Child Sexual Exploitation (CSE), the LSCB's guidance had been in the process of being updated when OFSTED had visited. There was now a better understanding of the role of gangs within this. More work had also taken place on missing children.

A recent independent audit had assessed the LSCB as now being good. In particular, better systems were now in place. He was confident that were OFSTED to re-inspect now, they would say that the LSCB had addressed its previous recommendations fully.

In answer to a question regarding historical abuse, he stated that there were now systems in place to prevent abuse that had not been around 30 years ago. The priority was to ensure that perpetrators did not pose a risk to other people. In addition, consideration needed to be given to communication. Some schools still needed to undertake further work on their safeguarding procedures but there was now a range of support that was available. Not all schools had their procedures on their websites but the numbers of those that did had improved. OFSTED had been very complimentary about safeguarding support by the LSCB for schools.

Support to those reporting historic abuse was the responsibility of the Police, who were able to signpost individuals to services. Reassurance was required for current parents and pupils in schools. There was a legal requirement to encourage whistle blowing and procedures were explained to staff in inductions. There had also been moves to make to a legal duty for staff to whistle blow.

In terms of sports clubs, safeguarding provision depended on a number of things. If an activity was on schools premises and organised by schools, the same procedures and protection applied as within school. If schools were letting their facilities, very similar provision applied and could be built into the contract. For sports clubs outside of school, there was a website that provided guidance to parents. Sports clubs had access to LSCB training. However, parents needed to exercise a degree of care and request assurance that coaches were DBS checked and that there were safeguarding procedures. It was nevertheless important that parts kept concerns in proportion and not unnecessarily restrict the activities of children and young people.

In answer to a question, he stated that young women had been involved in shaping policy and practice in respect of CSE and missing children through focus groups that had been arranged as part of the strategic review of Violence Against Women and Girls. Some were now being trained as peer supporters. The number of children and young people receiving return home interviews after going missing had gone up and this had helped to identify risk.

Tackling sexism should be inherent to safeguarding practice and at the heart of sex and relationship training. This was now more important than ever due to the increase in alternative sources of information that were available, particularly those on-line. Church schools had different guidelines in respect of sex and relationship training. Although every school had provision, its quality was not clear. One very important area was consent and guidelines needed to cover both the law and the individuals own perception.

Sir Paul felt that there were a number of values that kept young women safe and these included equality, respect, honesty, openness and valuing diversity. Empowerment was an issue that required particular attention though. It was sometimes forgotten that individuals were best placed to protect themselves.

In terms of feedback from return home interviews, the quality and truthfulness of this was variable. Not every child was referred and not all were honest in how they responded. It had not been possible yet to identify any underlying themes.

Inspection of Services for Children in Need of Health and Protection, Looked After Children and Care Leavers:

The following updated that Panel on progress with the recommendations from the inspection of services for children in need of health and protection, looked after children and care leavers:

- Jon Abbey, the Director of Children's Services
- Neelam Bhardwaja, Assistant Director for Safeguarding and Social Care; and
- Carol Carruthers, Head of Children in Need of Support and Protection.

Mr Abbey reported that there had been 17 recommendations for the local authority. In addition to these, it had also been necessary to address service improvement and respond to changes in demand.

There was now a single point of access to children's social care. The Multi Agency Safeguarding Hub (MASH) was working effectively and there was now greater partner involvement, although it was recognised that there was still work to be done. The Early Help Service had now been launched and the effects of it were starting to be seen. Referrals were now being dealt with within the necessary time limits. Data was being managed effectively and the signs of safety policy had been implemented. The number of looked after children had gone down and was currently 437. Challenges still remained in respect of private fostering and the tracking of care leavers. In respect of the recruitment and retention of social care staff, the service had been able to recruit but had also lost staff as well.

The following responses were made to the Panel's questions:

*The experiences and progress of children who need help and protection
children who need help and protection*

- All schools now had a named family support worker, who was the first point of contact for advice and discussion. The service was structured to align with Networked Learning Community boundaries and each group was offered a termly briefing on the activity of the Early Help Service in their area and discussion how the schools offer could be developed further. Since October 2015, the Early Help service had seen a significant increase in the volume of requests from schools and had increased its reach to 90% of primary and infant schools and all secondary schools, The service would go to any school where need was identified.
- The Early Help Service was delivering its commitment to have a Family Support Worker in each Children's Centre and every site now had a named worker. The three directly managed Children's Centres were now part of the Early Help Service. Schools were helping to fund the service.
- Statistics held by the service indicated that the breakdown of the families being supported by the Early Help Service was as follows;
 - 42.4% Black/African/Caribbean/Black British, against a Haringey population of 28%;
 - 34.2% White, against a Haringey population of 46%;
 - 8.8% Other, against a Haringey population of 5%;

- 8% Mixed heritage, against a Haringey population of 12%; and
- 6.8% Asian/Asian British, against a Haringey population of 9%

The Black community was currently over represented but it was hoped that this would enable the service to prevent the need for a greater level of intervention arising.

- A strategy discussion was held whenever there was reasonable cause to suspect that a child was suffering, or likely to suffer, significant harm. It should be used to:
 - Share available information;
 - Agree the conduct and timing of any criminal investigation;
 - Decide whether an assessment under Section 47 of the Children Act 1989 should be initiated or consider such an assessment;
 - Plan how a Section 47 enquiry will be undertaken;
 - Agree what immediate action is required to safeguard and promote the welfare of a child and/or provide interim services and support;
 - Determine what information from the strategy discussion would be shared with the family; and
 - Determine if legal action was required.
- The attendance of agencies at strategy discussions or meetings was measured and this showed an improving picture. There was an escalation policy for the Chair to use if they felt that another agency was not contributing in the way that they should. It was felt that agencies contributed well in strategy meetings.
- Signs of safety was an evidence based practice model developed in Australia in the 1980's and was now used as an approach in a number of local authorities. It was a strengths based but safety focused approach, which was grounded in partnership and collaboration.
- There were currently no assessments that were out of timescale. The monthly completion rate was currently 93% but the overall annual rate was 72% due to a peak in demand that had occurred in the early summer. Since then, demand had levelled but remained higher than previously experienced. However, demand appeared to be rising again.
- A social care assessment framework was used, based upon the child's development, family and environmental issues and parenting capacity. There was statutory guidance on how assessments should be completed.
- Chronic neglect was characterised by domestic abuse, parental mental health issues and substance misuse. At the early stages, cases were picked up by schools, who involved Early Help services. When entrenched and severe neglect was identified, children were referred by schools and other agencies directly to children's social care.
- Good practice was identified in a number of ways through audits, compliments from partner agencies and by managers. Each team highlighted good practice in their team meetings and was starting to keep a good practice file and examples. Staff that were identified as good practitioners were written to by senior managers.

The Council was part of a quality performance network. In addition, further work was being undertaken to determine what good looked like.

- A private fostering arrangement was an arrangement between families for the care of a child under the age of 16 by someone other than a parent or close relative for 28 days or more that is undertaken without the involvement of the local authority.
- The need to identify privately fostered children had been communicated to the community through awareness raising and training for partner agencies. There was information on the Haringey website and it had also been referred to within the schools admissions forms. The issue remained a challenge though.
- The key message around privately fostered children was the need to for partners to understand what a private fostering arrangement was in order to be able to identify them and make referrals. Schools were normally the first to discover such arrangements and alert children's social care services. It was possible some additional work was required with schools in respect of this issue.
- In November, there were 5 child protection conferences out of 28 that were held outside of timescale. The reason for delay was often the non availability of families. It was important that families attended but they could be chaotic in nature which could make getting them to attend challenging.
- Child protection plans were produced following child protection conferences and aimed to reduce risk. Plans were individual to each child and family. The plan was implemented by a core group of professionals working with the family and child. The core group and the family met monthly to consider progress against the plan. Social workers visited fortnightly to progress the plan and ascertain the views of the children. Plans were reviewed formally at 3 months and at 6 monthly intervals subsequently.
- The "LADO" was the Local Authority Designated Officer. The LADO dealt with allegations against professionals. Their role was to manage investigations regarding professionals and ensure that adequate steps were taken to safeguard children and young people. They also provided awareness raising and training.

The experiences and progress of children looked after and achieving excellence

- It was not possible to give a figure for the cost of the contract for the recruitment of fosters carers as it was in the process of being negotiated. The previous contractor had been paid per assessment and on the approval of foster carers. Issues of both cost and quality were considered as part of the evaluation process.
- Careful consideration had been given to the option of delivering the service in-house. However, previous experience had suggested that this might be challenging. There would be a need to set up fully an in-house facility in advance whilst the previous contractor had been paid only once assessments had taken place. It was therefore felt to be risky due to the up front costs that would be incurred.

- One local authority was giving a discount on Council Tax as an incentive to foster carers. Providing incentives for Haringey foster carers was something that could be looked at but this would need to be balanced against the Council's current financial position. Foster parents valued the support provided by the Council and it was the reason why some of them joined the in-house scheme from agencies.
- The appointment of a permanent head of service had helped to improve the percentage of young people with a pathway plan. This had led to an increased focus on the figures and regular scrutiny of performance. Sometimes work demands and the availability of key people could hinder progress but efforts were made to ensure outstanding plans were completed as soon as possible.
- The completion of life stories could be challenging for the more historical cases. It was felt important that all children knew where they came from and life stories also needed to be kept up to date. Work had been undertaken to address the historical cases and the focus was now on current cases. Training had been provided on this issue.
- There were no set time scales for the completion of risk assessments but they needed to be done at the beginning of involvement and after a change in circumstances, if necessary. They were undertaken as an integral part of assessments and pathway plans and shared. However, not all relevant information may have been shared with carers in the past and it had previously been identified as an area of weakness. Improvements had since been made though.
- The categories of missing children were those missing from home, education or care. In respect of missing from care, performance was good with only two currently missing. Weekly reports were provided on children missing from care and all appropriate steps taken to find them. Other missing children were monitored on a three weekly basis, with assistance from relevant partners. It was often found that children missing from school had moved but the family had failed to tell the school. Systems for addressing missing children were now much more robust. Any patterns that were found were referred to the Missing and Child Exploitation (MACE) Panel. The increase in the number of missing children was due to many things and similar to the situation elsewhere across the country. Professionals were acutely aware of their responsibilities.
- The acronym "SPOC" referred to "single point of contact" and person with special responsibilities (i.e. coordinating child death responses).
- "Drift and delay" referred to when a proposed outcome within a care plan for a looked after child was not achieved within the desired timescale. The Independent Reviewing Officers (IROs) and statutory reviews had a key role in ensuring that this was avoided. Reports of the IRO were shared with parents, team managers, social workers and other professionals. There was a team of IROs and their role was defined in legislation.
- The acronym "S&W" referred to safety and welfare (vulnerabilities risk).

- Haringey Youth Justice Partnership Board had responded to the Panel's recommendations on disproportionality with an agreed set of actions for their implementation. The Youth Justice Partnership Board would monitor the implementation of each of the actions and report progress in implementation and impact of these actions to both Haringey's Health and Wellbeing Board and Haringey's Community Safety Partnership.
- There could be a number of reasons for dips in performance in areas that had improved due to a consistent focus but had since dipped. Performance was monitored on a frequent basis the service was now able to identify downward trajectories in a more agile way. There would nevertheless be variations but action was being taken to try to reduce these.
- Practical and logistical factors, such as moving away or lack of contact details, were the predominant challenges in keeping in touch. However, the Council had obtained support from the European Social Fund for two posts to build relationships and increase the number that kept in touch. The Panel noted that once young people turned 18, there was not legal requirement to keep in touch and some young people chose not to do so.
- The service was implementing Viewpoint, which was a piece of IT software which children and young people registered with in order to participate and share their views. The service kept abreast of the market in order to identify suitable apps. Engagement with young people also took place through a number of different means, including discussions with Aspire and the Haringey Youth Council, but it was acknowledged that the service needed to work hard on this.
- There was a Designated Nurse for all Looked After Children with responsibility for ensuring that health histories were communicated to looked after children. 83% had received their health records by the end of August.

Leadership, management and governance

- Performance was tracked and recorded in a number of ways using graphs and charts to illustrate progress towards goals, comparing performance against statistical neighbours and track trends in relation to practice, including checks and balances on quality of practice as well as the quantitative issues. The Priority 1 dashboard was an important tool from which the service could create transparency and engage the community in understanding performance in key areas. The dashboard had had over 1,500 unique page views since it was launched. The trajectories looked at past, present and projected performance towards key targets and RAG rated performance according to targets. Performance was also tracked against the Ofsted recommendations. In addition, the service also undertook self evaluation and would be staging a mock inspection in the new year.

In answer to a question regarding how the needs of different communities were taken into account, Ms Bhardwaja reported that this could be a challenge. One particular issue was physical chastisement of children and the norms that existed within different communities. There could be a need to talk to parents in some circumstances and

there had been some cases that had required Police intervention. Mental health was another issue and the thresholds set for access to services were now very high.

Mr Abbey commented that access to good schools for looked after children had improved considerably. There were also better and different offers available for post 16.

AGREED:

That a report be submitted to a future meeting of the Panel on private fostering.

CHAIR: Councillor Kirsten Hearn

Signed by Chair

Date

**MINUTES OF THE MEETING OF THE ENVIRONMENT AND
COMMUNITY SAFETY SCRUTINY PANEL HELD ON TUESDAY,
4TH OCTOBER, 2016, 6.30 - 9.00 pm**

PRESENT:

**Councillors: Makbule Gunes (Chair), Clive Carter, Bob Hare,
Stephen Mann and Anne Stennett**

**Co-opted Member; Ian Sygrave (Haringey Association of Neighbourhood
Watches)**

96. FILMING AT MEETINGS

The Chair referred Members present to agenda item 1 in respect of filming at the meeting and Members noted the information contained therein.

97. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Barbara Blake.

98. ITEMS OF URGENT BUSINESS

None.

99. DECLARATIONS OF INTEREST

None.

100. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

101. MINUTES

AGREED:

That the minutes of the meeting of 30 June 2016 be approved.

102. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR COMMUNITIES

Councillor Eugene Ayisi outlined the key areas within his portfolio as follows. He commented that many of the diverse areas covered within hi portfolio were losing funding so partnership working was becoming ever more crucial:

- Work in respect of Violence Against Women and Girls (VAWG) was focussed on developing a community response. He noted that 80% of social care cases covered by the Children and Young People's Service had an element of it within

them. Whilst issues relating VAWG were not race specific, some communities needed to develop a better understanding of the issues relating to it. Haringey currently had the 5th highest rate within London. Action was being taken to increase levels of reporting though and, as a result of this, it was likely that Haringey's position would go up but this would nevertheless be a positive outcome. A strategy had been developed and consultation was taking place on it. A week of activities to highlight VAWG was planned for November and discussions on the arrangements for this were in progress;

- There had been issues relating to anti social behaviour and crime in the Turnpike Lane area and a plan of action to address them was currently being developed;
- Action to facilitate earlier intervention to prevent young people coming into contact with the youth justice system was a priority and work with schools would play a key role within this. The outcome of Charlie Taylor review into the Youth Justice System was likely to have a significant effect. Demands on services that worked with young people were high but resources were limited;
- Increasing confidence in the Police was another priority. Levels within Haringey had not been good and that was especially true within the black community. This was reflected nationally with concerns regarding stop and search and the Black Live Matters campaign; and
- The Bridge Renewal Trust were likely to play an important role in developing the voluntary sector in Haringey and would hopefully assist in filling some of the voids that currently existed. There were often several organisations doing similar things and the Trust could also assist with bringing some of them together.

The Cabinet Member answered questions from the Panel, with assistance from Helen Millichap, the Police Borough Commander, who was also in attendance.

In respect of Stop and Search, Ms Millichap reported that searches had previously been high. The legislation that had been used by Police at the time meant that people could be stopped without separate grounds for suspicion. However, its use was felt to be damaging and there was evidence of searches being used disproportionately against members of some communities. Officers were now using alternative legislation that only allowed them to stop people if there was specific reason to be suspicious, especially in respect of possession of weapons or drugs. The focus was most strongly on weapons and she believed that this was where it should be used predominantly. They were aware that, if communities perceived stop search to be unfair or unjustified, it could lead to confrontations and a loss of confidence in the Police. They therefore needed to show that they were establishing robust grounds, for example with drugs searches, in order to maintain confidence. There was an independent monitoring group to look at Stop and Search and notes needed to be taken by officers undertaking a search, providing reasons.

In answer to another question, she reported that body cameras were being rolled out and all Police officers should have them by the end of the year. The majority of officers wanted the cameras and they would be used to record searches.

In respect of issues relating to Turnpike Lane and the recent public meeting regarding this, the Cabinet Member stated that the role of ward Councillors was important. There was a need to work with partners to resolve the issue without merely displacing it. There was also an issue in respect of how matters were communicated effectively to the local community. Eubert Malcolm, Head of Community Safety and Regulatory Services, reported that an action plan was being produced and a follow up public meeting would be held in six months time as it was important that residents were updated. Work would be done to determine whether some anti social behaviour and crime could be designed out. Ward Councillors would also be involved in discussions. Displacement was a concern and the intention was to come up with a long term plan.

Ms Millichap stated that the Police would follow up on the issues that had been raised. Extra Police resources would be deployed in the area but a step change was needed. She was pleased at the good turnout at the public meeting as it showed that local people cared about the area.

Ms Millichap stated that increasing confidence was a particular priority for the Police as it was low within Haringey and, to this end, a Confidence and Engagement Board had been set up. This would look at where confidence was low and co-ordinate work with partners to improve it. Local residents would also need to be involved. Communication, including social media, was an important issue as it was essential that the Police were able to provide a clear message.

Mr Sygrave commented that Haringey Association of Neighbourhood Watches covered over 300 individual watches with around 19000 members. There was also a Neighbourhood Watch Coordinator as well as a named a dedicated Police officer in each Safer Neighbourhood Team to work with her. There was scope for more Watches to be set up. There were also residents associations including a very good one that covered the Harringay Ladder. There was therefore a lot of engagement that could be done at a local level. Smaller and more specific meetings could better facilitate intelligence gathering. There was a lot of confidence building to be done and it was of concern that it had been allowed to get so low.

The Panel noted that funding for community safety initiatives came from a range of sources, including £650,000 from the Mayor's Officer for Policing and Crime (MOPAC) and £1.2 million core funding from the Council.

In answer to a question, Ms Millichap stated that a range of different knives had been used for criminal purposes. My Malcolm reported that underage test purchases were undertaken in respect of knives.

In answer to another question, the Cabinet Member stated that consultation would be undertaken in respect of the draft Violence Against Women and Girls strategy and this would involve visiting wards within the borough to discuss relevant issues. An action plan would be drafted in due course. He highlighted the fact that there was a specific need to involve the community in increasing the level of reporting.

103. CRIME PERFORMANCE STATISTICS (HARINGEY)

Helen Millichap, the new Police Borough Commander for Haringey, introduced herself to the Panel and outlined her priorities. In developing these, she had collected the views of a range of people and their views had closely reflected her own. There were four main areas that needed prioritising;

- Putting victims first. The care provided to them needed to be excellent and that was especially true of vulnerable people and children, including those affected by domestic violence;
- Building strong communities. This involved engaging and responding effectively to community concerns. An example of this was that the issues in respect of Ducketts Common. However, it was acknowledged that there were some legacy issues, not all of which were the responsibility of the borough;
- Dealing with offenders promptly and bringing them to justice; and
- Building strong partnerships. This was aimed at helping to stop crime starting in the first place. If crime was reduced, it would be possible for the Police to do more in the community. In addition, she wanted to develop better coordination of work across community safety and to also include safeguarding and the Local Safeguarding Children's Board (LSCB).

She felt that the Police currently provided a good offer in schools but she wanted to work more closely with primary schools so that Police officers become a normal presence. She wished to ensure that there was a standardised service for all schools, with a named officer for each.

The Panel received an overview of current performance issues in respect of crime and community safety;

- There had been an increase in hate crime and this reflected the experience elsewhere in London, although the increase in Haringey had been higher than the percentage increase for London. It was possible that this was due to increased levels of confidence leading to higher levels of reporting;
- Violence Against Women and Girls had gone up by 18% compared with a London level of 4%. 75% of incidents took place in the east of the borough. Non domestic violence with injury had gone up by 7.2%, which was broadly similar to the rate across London. There was a link to the night time economy, including retail;
- Knife enabled crime had gone up by 15.2% compared to 4.3% across London. The figures included instances where victims thought the perpetrator might have a knife as well as instances where one was actually seen. The majority of knife injury victims were young but some adults had also been affected. There had been an increase of 15% in the number of victims, compared to 4.2% percent for London. The increase equated to an additional 12 victims. The hot spots for knife crime had shifted following targeted action in key locations;
- There had been an increase of 5% in victims of serious youth violence. 83 of these were gang related. There had been cross border gang issues but these now appeared to be diminishing in number following targeted partnership work. Statistics for gun related incidents included instances where firearms might not be seen. Haringey's figures were the second highest in London, with only Newham being higher. In terms of drug offences, the majority of them took place in the

Turnpike Lane/Ducketts Common area. 92% were for possession, which was mainly for cannabis; and

- Burglary figures had shown a reduction of 8.5%. It was possible that this was at least partly due to the use of Metrace across the borough, which enabled items to be traced. In respect of confidence, Haringey had some of the lowest figures in London. There tended to be a time lag between improvements in crime figures being reflected in better confidence statistics.

In answer to a question, Ms Millichap stated that there was normally a correlation between crime and levels of confidence. However, confidence figures could be influenced by national issues. Recent figures had shown an increase of 4% in confidence levels. Effective communication and visible policing had been shown to have a positive effect on figures.

She stated that it was not clear yet what would replace the MOPAC 7 pan London priorities for the Police. Although a draft new framework had been circulated, the Metropolitan Police Commissioner had recently announced his departure and it was therefore possible that this would just be interim. It involved a focus on neighbourhood policing, Violence Against Women and Girls, gangs and knife crime. It was unlikely that the issues covered in the MOPAC 7 would be included in the new priorities. It was important that there was more reporting of domestic violence and abuse. New measures of good outcomes were needed however as charging was not necessarily the only issue.

The Panel noted that the increase in hate crime was higher in Haringey than the average for London. Ms Millichap reported that reporting levels for hate crime had been low so an increase was not necessarily all bad. It was possible that some of the increase had been a part of the post Brexit fallout. There had, however, been a longer and slower increase in reporting levels. It was possible that there were emerging vulnerable communities. Action was required to ensure that and all was being done to address the issue and that, in particular, appropriate referrals were taking place. It could be difficult to differentiate between crime motivated and crime aggravated by hate. Detective Chief Inspector Paul Trevers reported that he hoped that there would be an increase in reporting in the forthcoming weeks as it would shortly be Hate Crime Awareness Week, which aimed to raise the profile of the issue.

Charlotte Pomery, Assistant Director for Commissioning, reported that increasing reporting of hate crime was very important and third party reporting was being encouraged. An on line tool was being developed to assist with reporting. Whilst the increase was of concern, at least part of it was likely to be due to an increase in reporting.

In answer to a question, Ms Millichap reported that the membership of the Confidence and Engagement Board had yet to be finalised but meeting would probably be theme based, with a range of partners invited to contribute. One particular issue was likely to be the effective use of digital media.

In respect of firearms, she reported that the borough was able to bring in resources from outside. For example, Operation Viper was undertaking specific work in relation

to firearms and was operating on areas near to the borough. Proactive and preventative work was undertaken locally in respect of more day-to-day knife and firearms issues. However, this stopped short of armed foot patrols.

Mr Trevers reported that the borough's gangs unit worked alongside the Integrated Offender Management team. The aim was to prevent and intervene. There were currently a number of young men who had been involved with gangs and were engaging positively. It was important to try to prevent young people becoming involved in the first place though and the engagement work that was done with schools was therefore very important. Enforcement action was undertaken and often arose from intelligence.

The Panel thanked Ms Millichap, Mr Trevers and officers for their contribution.

104. FINANCIAL MONITORING

Steve McDonnell, the Assistant Director for Commercial and Operations, reported that there was currently an overspend of just over £1 million relating to services within Priority 3 of the Corporate Plan. This was due to a number of factors;

- Action to deliver new ways of parking enforcement was not on track. Discussions were currently taking place regarding the feasibility of a shared service for traffic management;
- Savings from the use of LED street lighting had not been fully achieved. This had been due to the fact that the level of them had been overstated and, in addition, energy prices had gone up;
- There had been a projected £72,000 overspend in the Neighbourhood Action Team but the position had recently improved;
- There was a significant overspend in Asset Management. Planned savings from selling corporate property had not been achieved and would need to be re-profiled. A delivery vehicle was being developed to take this forward;
- Other areas, such as Business Support, had underspent.

In answer to a question, Mr McDonnell reported that consideration was being given to improving the efficiency of parking enforcement. This had involved looking at the practice adopted by other London boroughs. In addition, consideration was also being given to having a shared service. He noted that there were still areas within the borough where there was unrestricted parking. It was likely that the use of Civil Enforcement Officers (CEOs) would increase.

In terms of the overspend in respect of street lighting, he stated that the energy savings from introducing LED lighting had been overestimated as well the speed in which it could be installed. The savings had therefore been £60-70k rather than the £200k that had been anticipated. In addition, energy prices had also gone up. However, the business case for their use remained strong although it needed to be re-profiled. In terms of asset management and corporate landlord buildings, savings from this would be achieved at some point and the development vehicle would assist in the process. The Panel noted that income from Penalty Charge Notices (PCNs) was required to be re-invested in the service.

105. IMPLEMENTATION OF 20 MPH SPEED LIMIT

Frederico Fernandes, the Interim Parking Schemes Manager, reported that a borough wide consultation had been undertaken regarding the introduction of a 20 mph speed limit. The feedback was that residential roads, roads near schools and town centres should be included. The scheme went live in February this year. A survey of traffic speeds was taken just before implementation. Various activities were undertaken to promote the scheme. Enforcement had taken place on roads where problems had occurred. There had been 2 arrests and 227 engagements so far. In addition, Community Road Watch had been introduced as a joint initiative between Transport for London and the Police. There were now 38 volunteers providing enforcement in a number of different streets. A further survey of traffic speeds was currently being undertaken.

In answer to a question, the Panel noted that there was also a 20 mph speed limit in operation in Islington. "Hard" measures such as speed humps, could be introduced to help reduce traffic speeds if necessary. There was a modest budget for publicity.

AGREED:

That traffic speed data arising from the current survey on the impact of the introduction be shared with the Panel.

106. WORK PROGRAMME UPDATE

In respect of review projects for the year, it was noted that the intention that they would take place in the order specified in the work plan, as agreed by the Overview and Scrutiny Committee. The Panel was nevertheless able to change the order if it so wished, subject to the concurrence of the Overview and Scrutiny Committee.

CHAIR: Councillor Makbule Gunes

Signed by Chair

Date

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**MINUTES OF THE MEETING OF THE ENVIRONMENT AND
COMMUNITY SAFETY SCRUTINY PANEL HELD ON THURSDAY,
8TH DECEMBER, 2016, 6.30 - 8.30 pm**

PRESENT:

**Councillors: Clive Carter, Bob Hare, Stephen Mann (Vice-Chair, in the
Chair) and Anne Stennett**

6. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Barbara Blake and Gunes and Mr Sygrave.

7. ITEMS OF URGENT BUSINESS

None.

8. DECLARATIONS OF INTEREST

None.

9. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

10. MINUTES

AGREED:

That the minutes of the meeting of 4 October 2016 be approved.

11. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR ENVIRONMENT

Councillor Peray Ahmet, the Cabinet Member for Environment, reported on key areas within her portfolio;

- The Council's new Kingdom enforcement team had recently begun their work within the borough. They had issued 198 Fixed Penalty Notices (FPNs) so far and 47 of these had already been paid. There had only been 4 appeals to date, which compared well with the figure of 586 FPNs which were issued in the whole of last year. The FPNs had mainly be served in the Wood Green, Tottenham and Turnpike Road areas and covered issues like spitting and dropping cigarette ends.

- It had been agreed to reinstate twice weekly street sweeping on housing estates in the new year. Homes for Haringey were working with the Council to implement this.
- In respect of the Council's contract with Veolia, savings proposals were due to be consulted upon shortly. Walkabouts with Veolia had recently been introduced and ward Councillors had been included in these. The feedback in respect of these had been very positive and they provided a useful opportunity to build relationships.
- She had attended the Friends of Parks Forum on 5 November. She would be holding a specific discussion on the regeneration of parks.
- She had visited Channing School regarding parking issues that had been raised by residents in relation to the Bank.

Panel Members welcomed the increased level of enforcement and requested details of the nature of appeals received. The Cabinet Member stated that she was not party to that level of detail. Steve McDonnell, the Assistant Director of Commercial and Operations, reported that Kingdom obtained a recovery rate of 60-65% on FPNs that they had issued elsewhere. At the moment, Kingdom were just dealing with litter but their role was likely to develop. Specific consideration would be given to their use on housing estates. In other areas where Kingdom had worked, awareness of their presence had grown and resulted in a reduction in the amount of litter dropped, even though the risk of being fined was still small. The Cabinet Member commented that it was important that a similar awareness was developed in Haringey.

Panel Members commented that the black boxes that were being used to store refuse collected by street sweepers elsewhere in the borough might be suitable for use in Highgate. They had appeared to work well elsewhere in the borough. Officers agreed to contact ward Councillors regarding this issue.

12. STREET CLEANSING, WASTE AND RECYCLING: CURRENT PERFORMANCE

Tom Hemming, the Waste Strategy Manager, reported on the latest statistics for street cleansing, waste and recycling. Performance was measured using national indicator 195, which measured the percentage of streets that fell beneath an acceptable level of cleanliness.

In respect of street cleansing, current levels were within contractual targets. However, service changes had led to a negative impact on performance when they had been introduced earlier in the year and this had been particularly pronounced in some wards. However, the most recent data had shown levels had returned what they had been in 2015/16. Performance in respect of detritus had performed similarly.

Steve McDonnell, Assistant Director of Commercial and Operations, reported that the temporary drop in performance was probably due to the need to re-design the beats of street sweepers. This impacted on the service as it took time for staff to get used to their new beat and familiarise themselves with any problems.

Mr Hemming stated that there had not been a marked change in the number of complaints but it was still important that they were carefully monitored. Panel Members drew attention to the higher percentage of complaints that were either not completed or rejected. Mr McDonnell stated that this was probably due to the service changes. As there was a reduced level of sweeping in many areas, complaints were less likely to be the responsibility of the contractor.

Mr Hemming reported that resident satisfaction figures were the highest that they had been. However, survey data from the period after the service changes had been made would need to be closely scrutinised to see if there was any impact. The survey was of 1100 residents and cross borough in nature and required to be representative of the local population. The Panel noted that there were pockets of difference between wards including some between the east, west and centre of the borough. However, respondents were not necessarily evenly spread between wards.

The Panel expressed their appreciation of the efficient response to graffiti and thanked officers for this.

In respect of fly posting, Mr Hemming reported that performance for this had improved markedly after shop replacement window stickers were removed from the figures. In respect of posters advertising raves, it was noted that it was possible to prosecute. This could be done either through telephoning the number on the poster or attending the event in question. Prosecutions in respect of these events had gone down. Information on any hotspots within the borough would be welcome.

The figures for fly tipping highlighted that this was a continuing issue. There were around 3,000 incidents every calendar month. Work was currently taking place on a number of measures to address the issue. This was likely to include the use of Kingdom to levy £400 fixed penalty notices on offenders. The Council's anti social behaviour and enforcement teams were in the process of being restructured and it was hoped that this would give them a clearer focus on fly tipping. The aim was to increase the perception of risk.

In answer to a question, it was noted that there was an awareness of hotspots for fly tipping. In some areas, CCTV was used and it could be a useful means of obtaining intelligence but was less effective in assisting directly with prosecutions. It was acknowledged that further consideration needed to be given to the issue.

Mr McDonnell commented that there was a difference between covert and overt use of CCTV. Covert use needed to be agreed by a magistrate whilst overt use needed to be advertised by a notice. He felt that, whilst there was a role for CCTV when vehicles were being used, it needed to be borne in mind that the vast majority of fly tipping was done by local people.

In answer to a question, Mr Hemming acknowledged that the current target, which related to the number of fly tips reported by residents, was not the most appropriate and that a better measure needed to be developed. It was important that residents were encouraged to report fly tips. He reported that the largest categories of fly tips were black bags, furniture and white goods.

It was noted that there was a downwards trend for missed collections. However, there was a noticeable seasonal effect when staff were on annual leave and their shifts were covered by other staff. Mr McDonnell commented that there was a need for Veolia to train staff covering for annual leave appropriately to ensure that collections were not missed. The majority of the refuse fleet was tracked by GPS but, although this was a useful management tool, it was unable to tell if collections had been missed.

In respect of recycling, Mr Hemming reported that the target was just above 40%. Last year was the first that the target had not been reached. There had been a change in the law regarding standards and sorting of recycled items was now a lot stricter. More was being rejected than ever before and this had reduced recycling levels by approximately 1.5 – 2%. A number of actions were being taken to address the issue. Communication and engagement with residents was being used to address this. In particular, stickers were being placed on bins to encourage residents to put refuse in the right bin to reduce the amount of contamination. However, these had not proven to be very effective. A staged enforcement approach was now being trialled, with engagement, education and visits used. Community Protection Notices could now be used address the issue. Houses in multiple occupation (HMOs) tended to be the worst offenders and letter could be served on residents and landlords.

In answer to a question, Mr Hemming stated that the service aimed to keep messages simple regarding what could be recycled. Containers could normally be recycled but the many different types of plastic available was a challenge. The biggest challenge was communicating the fact that garden and food waste need to be recycled separately from packaging. Mr McDonnell commented that residents often felt that they were doing the right thing and this had been taken into account in addressing the issue. However, there was now an element of enforcement.

Mr Hemming reported that action had been focussed on the 100 properties which were the worst offenders. Action had proved to be quite effective and the threat of enforcement had helped reduce those that could potentially face action to single figures.

The Panel noted that there were different systems for recycling and there had been considerable debate about the respective merits of source separation and co-mingling. Although source separation provided had previously provided better quality, new technology had led to improvements in co-mingling. The decision on which system to use was down to local circumstances and collection costs. Mr McDonnell commented that when the recycling contract had been tendered, the quote given for source separation had been prohibitively high. In addition, it also required special vehicles. It was also wished to ensure that recycling was as easy as possible. The Cabinet Member stated that Haringey nevertheless had one of the highest rates of recycling in London.

Mr Hemming stated that whole loads could be rejected. In such circumstances, the Council incurred additional disposal costs.

AGREED:

That the report be noted.

13. PREVENT STRATEGY UPDATE

Christina Andrew, Prevent Policy Officer, provided an update to the Panel on progress with the Prevent initiative.

She stated that she was unable to share data regarding referrals with the Panel as this had been deemed sensitive. Haringey had become a Prevent local authority in 2012 and the scheme was currently funding the post of Prevent Co-ordinator, which she was covering at the moment. The Home Office had also recently announced funding for a schools officer who would assist in providing support for training in schools.

Prevent was funded by the Office of Security and Counter, Terrorism (OSCT) which had an oversight of annual delivery plans, funding, monitoring and evaluation of projects. Prevent work was led locally by the Haringey Prevent Delivery Group (HPDG) which was a partnership group and reported to the Community Safety Partnership (CSP).

Haringey had been selected to take part in the Dovetail Pilot. This provided the Council with greater responsibility for the functioning of the Channel Panel, which brought together a range of partners, including the Police, health and schools. It also now included a psychiatric nurse as many people referred had mental health issues. However, few referrals came directly from mental health services. The Channel Panel was considered to be working well.

Ms Andrew reported that there had been an increase in hate crime in the last quarter. There were a number of factors that were felt could have contributed to this, including Brexit, and these were being investigated. Training on third party reporting had been delivered to several faith institutions, Registered Social Landlords and voluntary and community sector organisations in Haringey. More sessions were being planned to ensure that there was a range of organisations able to support people and to provide additional options for people not comfortable with reporting directly to the Police.

She stated that Haringey was receiving funding from the Home Office to deliver two community based projects in 2016/17:

- Web Guardians was a scheme delivered by the Jan Trust that aimed to build knowledge amongst mothers of internet usage and online safety of their children; and
- The Young Leaders Project was being delivered in CoNEL and Haringey Sixth Form College and aimed to build young people's leadership skills whilst educating them on the Prevent strategy and related issues such as community cohesion and engagement.

Training has been delivered to schools and governors across the borough as well as refresher sessions were being delivered to school senior leadership teams and designated safeguarding officers. In addition, all schools and council services were required to have a Prevent specific section in their policies.

Although she was not at liberty to disclose the number of referrals, Ms Andrew reported that they had been lower in recent months than those of other Prevent boroughs. Most referrals came via schools. In addition, significant numbers were received from the Police and Homes for Haringey.

In answer to a question, she reported that project with the Jan Trust was aimed at reducing the risk of children and young people being groomed on line through providing mothers with basic IT skills. She stated that clusters of intolerance could be followed up on as well as situations where people had expressed sentiments that could be interpreted as inflammatory.

AGREED:

That the report be noted.

14. WORK PROGRAMME UPDATE

The Panel noted that the current review on fear of crime was likely to be completed by March. Once this had happened, it would be possible for the Panel to start work on a review of one of the two issues that it had been agreed work would take place. Panel Members expressed the wish that in-depth work be undertaken on the issue of parks and that at least the scope and terms of reference for this be completed by the end of the municipal year. It was noted that there was currently a Parliamentary Select Committee looking at the future of parks in the UK. It had received over 300 submissions so far, including one from the Friends of Finsbury Park.

AGREED:

That, subject to the above mentioned comments, the work plan be approved.

CHAIR:

Signed by Chair

Date

DRAFT

Housing & Regeneration Scrutiny Panel - 3rd October 2016

Present: Cllr Bevan, Cllr Engert, Cllr Gallagher, Cllr Ibrahim (Chair) & Cllr Newton

In attendance: Cllr Brabazon, Cllr (Gideon) Bull & Cllr Strickland

1. Webcasting

The meeting was not webcast.

2. Apologies for absence

Cllr Amin

3. Declarations of interest

None received.

4. Urgent items of late business

None.

5. Petitions

None received.

6. Minutes

6.1 The panel reviewed the minutes of the last meeting where it was confirmed that:

- The review of older peoples housing options was agreed at the June meeting and was subsequently scoped with officers and circulated to the panel. The focus of the review was to assess how supported housing options can be extended for older people with the intention that recommendations would contribute to the broader Supported Housing Review currently being undertaken by the Council;
- A report on local high streets was scheduled to be presented to the panel at its meeting in February 2017;
- A site visit to modular build schemes took place in August and that a further visit would be arranged by Cabinet member;
- That Homes for Haringey had developed a common standards agreement with preferred partners which would encompass how member enquiries were handled. If there were significant ongoing issues with specific providers, these could be raised by the Cabinet who met regularly with local RHPs;
- There are a number of outstanding information requests (discrepancy of TA costs and subsidy, out of borough TA placements) which would be distributed to members once completed.

Agreed: further follow up information on Temporary Accommodation to be circulated to the panel.

6.2 The panel agreed the minutes of the meeting held on 27th June 2016.

7.0 Cabinet Member Questions

7.1 It was noted that given that there were numerous regeneration projects in progress at the current time, it was difficult to assess the totality of such risks to the council in terms of any financial investments or borrowings. The panel therefore requested that it would be helpful if a summary of this information could be provided in a tabular form before the next meeting.

Agreed: That a summary of the council's total financial exposure (outlays and risks) within regeneration projects is collated and presented to the panel before the next meeting.

7.2 The panel noted that the Housing and Planning Act was enacted at the end of the summer. There is still some uncertainty as to the final form that the Act will take given that for some provisions, secondary legislation will be necessary. In addition, as a new government has been formed since this Housing & Planning Act has come into effect, it is likely that there may be some repositioning on some key aspects of this legislation. Nonetheless, it is likely that this Act will have far reaching implications for the Council, particularly in relation to the provision of affordable homes.

7.3 It was noted that the Haringey Housing Strategy would help the Council respond to many of the issues emerging from the Housing & Planning Act. This has been consulted upon and will be agreed by Cabinet in October 2016.

7.4 The council was making a number of preparations to help mitigate any adverse impacts that may result from the Housing & Planning Act. These included:

- The adoption of a more active asset management strategy to prepare for the forced sale of high value voids;
- Administrative preparations for the introduction of pay to stay (where high income tenants are required to pay higher levels of rent).

7.5 There remains some uncertainty surrounding the introduction of Starter Homes though this is still of significant concern to the Council and to other London boroughs. If legislation is introduced as it currently stands it is likely that this will impact on the provision of affordable homes, as the cost of providing the 20% discount for starter homes within a development will be a major additional cost for planned developments. Given that the provision of Starter Homes will take precedence in planning obligations, it is likely that this will reduce provision of affordable homes within any assessment of planning viability.

7.6 There was concern at the supposed level of planning applications that were being approved, despite local opposition and objections. It was noted that objections lodged by members of the public were all logged and registered and do influence the planning process, particularly where these were a material planning consideration. Whilst there is a presumption in favour of granting development within the planning process, it was suggested to the panel that Haringey has one of the highest levels of planning refusals across London.

Agreed: That comparative data on planning refusals for other authorities would be circulated to the panel.

7.7 The panel also noted that the success of planning objections should not be assessed solely on the final outcome of any individual planning application. It was suggested that submitted objections and ongoing consultation between interested parties, developers and planning officers throughout the planning process often lead to changes to those plans which have originally been submitted.

7.8 The panel discussed the future of the council's infill house building scheme. It was noted that given recent legislative and policy changes (e.g. rent reductions), there was reduced capacity within the Housing Revenue Account for the Council to build out the infill schemes alone. In this context, the council was consulting with local RHPs to identify potential partners to help bring forward about 100 new homes across a range of infill sites. It had not decided as to how the new units would be managed (e.g. by the Council or the RHP).

7.9 The panel noted that should the infill schemes be delivered with RHPs, this would limit the extent to which development knowledge and expertise was accrued within the Council which may inhibit future build schemes. In addition, there was a concern that the contracting out of the infill programme to a third part may lead to a diminution of architectural standards.

7.10 The panel was concerned that the council used 30 year timeframe for financial modelling in assessing the viability of prospective housing development and that other boroughs were using much longer time period. It was noted that the council is reassessing the current 30 year financial modelling for house building with a view to extending any payback on loans to 50 years, which may support increased provision of affordable homes.

7.11 In respect of 500 White Hart Lane proposal, there was concern that all the affordable housing was placed in one block at the rear of the planned development and not 'pepper-potted' throughout. It was noted that this was often used as a device to reduce overall costs for maintaining such a development and help keep service charges down to residents.

7.12 The panel discussed the proportion of Council tenancies that would be available on the High Road West development scheme. It was noted that there had been a number of consultations and that there were subsequent revisions to housing tenure plans, but that this data would be circulated to the panel once confirmed:

Agreed: the number of council tenancies on the High Road West scheme to be circulated to the panel.

7.13 The panel discussed the £62m Housing Zone funding. It was noted that such funds would be utilised to fund the councils development ambitions for the area including the provision of affordable housing and supporting infrastructure (e.g. health facilities and public realm improvements). It was noted that although the Council is a substantial landowner in the area, it would need to use Compulsory Purchase Orders (CPO) to further these ambitions. The Housing Zone funding would therefore support the Council in acquiring the land not already in its ownership which would include land owned by Tottenham Hotspur Football Club, other major land owners and land owned by businesses.

7.14 In discussions about the redevelopment of Love Lane it was noted that regeneration commitments have remained constant throughout which include; additional social housing on top of the re-provision of existing social housing, and the introduction of shared equity units. The exact level of affordable homes anticipated for the development would be circulated to the panel.

Agreed: the number of affordable homes on the redevelopment of the Love Lane scheme to be circulated to the panel.

7.15 The panel noted that there were a number of new legal developments which may impact on future regeneration schemes, particularly in relation to the re-provision of shared equity schemes and the use of CPO within estate regeneration projects. It was noted that council and its legal team were looking into the respective judgements and any implications that this may have for regeneration projects.

Agreed: once the implications of recent legal judgements have been assessed and agreed, an update would be provided to the panel.

7.16 The panel noted that there were a number of pressures within the temporary accommodation (TA) budget which were contributing to a projected overspend of £7million for 2016/17. Increased demand and shortage of supply was contributing to increased costs to the council to secure the number of TA units. This was exacerbated by the growing gap between the actual costs securing accommodation and the level of subsidy returned by the government. The use of nightly rate emergency accommodation was also increasing, which was also problematic as this was the most costly form of TA. The Council was looking at comparative policy and practice in other authorities to help identify how it may bring down such costs.

7.17 The Council is taking a number of initiatives to help increase the supply of housing to help meet both emergency and temporary accommodation needs in the borough.

- The Council is assessing those properties currently with property guardians to see if they can be used for EA or TA;
- The completion of Broadwater Lodge will provide better alternative accommodation for people currently being housed in local hostels and help save the council £450k per annum;
- The council will be consulting on a policy of placing people out of London to areas where their housing needs may be met more fully at a price that they can afford.

7.18 The panel noted that there was a manifesto commitment for the council to deliver 250 new council homes within the administration (2014-18). This will be a very challenging target as market conditions had changed, most significantly, the rise in construction costs and rent reductions. The ability of the Council to use of Right to Buy receipts to support such development has also been problematic. The council was continuing to identify additional infill sights, which it was hoped would contribute to a further 100 units to those already planned.

Agreed: the cabinet member would provide data on the number of council owned sites expected to be delivered by 2018 (Phase 1, 2 and registered provider supported).

7.19 The panel noted that the council had proportionally more 1 bed room units than other sized accommodation, which impacted on the respective waiting times for different size properties. The panel requested further information on the average waiting times for different size accommodation.

Agreed: that further information on waiting times for different size accommodation is provided to the panel.

7.20 It was noted that the council was considering using some of the one-bedroom stock for short term EA or TA to help relieve some of the service pressures in these areas.

7.21 The panel discussed the use of guardians in vacant properties. It was noted that the council was only required to provide a license to enable occupation, but guardians do pay for the accommodation. The council was looking at those sites where guardians had been present for 1 year or more as this would be more beneficial if this can be used for EA/TA.

7.22 The panel discussed the tenancy terms for properties within the Haringey Development Vehicle. The panel noted that the tenancies within the HDV and those supported by the council should be comparable for fairness. One of the terms and conditions which the council cannot and would not seek to match within the DV would be the ability for tenants to RTB as the Council does not want to lose stock in this way.

7.23 It was noted that in terms of transfer of estates into the HDV, the council would not seek to transfer any tenanted properties over to the HDV. A site would only transfer to the HDV once certain conditions have been met, one of which would be that everyone on the existing estate has been re-housed in alternative accommodation (after extensive consultation and appraisal of individual housing needs). It would be unlikely that whole estates would be transferred across at any one time to minimise risks. In this sense, this is not a general stock transfer.

7.24 In terms of prospective tenancies within the DV, these would be negotiated within potential partners within the procurement process. It was noted however; that the terms of the tenancy would be expected to be aligned to those offered by the Council through Homes for Haringey. Any decision such as these will to be set out in business plans which will need to be agreed by the Council.

7.25 To ensure that the interests of the Council were maintained and upheld, it was expected that independent legal and financial advice would continue to be sought throughout its relationship with the DV. The governance arrangements will be key to how this relationship works, and this will help to bring confidence to the decision making arrangements for all parties involved.

7.26 The Chair thanked the Cabinet member and officers for attending and responding to members questions.

8. Budget and performance monitoring

8.1 Officers presented a previously discussed the previously circulated report. The follow highlights the key points from the ensuing discussion.

8.2 Members of the panel discussed the projected overspend of £7m for the temporary accommodation budget. The panel noted that one reason for the size of this projected overspend for this budget line was that this included savings proposals of approximately £2m which had not successfully been delivered. In addition, there were substantive demand pressures within this budget which have also been difficult to contain.

8.3 Up to 2015, there had been a number of years where demand and other actions had reduced the amount spent on TA: in 2008/9 there were approximately 6,000 people in TA but this reduced to about 3,000 to 2015 which resulted in significant savings within the TA budget. In the budget setting process there was an expectation was that this reduction in TA would continue, which was reflected in the actual budget set, but due to changes in market conditions and demand for TA, this budget setting proved to be too optimistic.

8.4 The panel discussed a range of performance issues, including the delivery of affordable homes. It was noted that 40% of all homes built in the borough should be affordable, though this had not been achieved for 2015/16. The panel noted that performance for 2015/16 was 0 (zero) as a number units forecast to complete (n=42) had slipped, and would rollover in to 2016/17 completions.

Agreed: Further information would be provided in the target for affordable homes provided for 2016/17 and beyond (EW).

8.5 The panel sought clarification on the source of budget line (PR4112) Tottenham Team, that is, is this funded from the General Fund or through the GLA.

Agreed: that clarification would be sought on the source of funding for (whether this was from General Fund or GLA (PR4112)).

9. Right to Buy Receipts

9.1 A presentation was given on the use of receipts from Right to Buy programme. The following highlights key areas from the subsequent discussion.

9.2 An agreement was signed with government in 2012, which indicated that net receipts must be spent on replacement homes or returned to the government. RTB receipts can only be used to support 30% of development costs and cannot be used in any development where there has been another grant (e.g. from the GLA). These stipulations have presented a significant barrier or the council to utilise such funds. If funds are not used, the Council is charged interest at 4% above base rate, which provides a disincentive for such funds to be retained.

9.3 In light of the above constraints, it was noted that the Council has accrued £41m in RTB receipts of which £11m has been spent and £29m had been returned to Department of Communities and Local Government. Almost all of the council spend has been on acquiring ex-council properties on the open market.

9.4 It was noted that a grant funding scheme for local RHPs was launched earlier in the year to support local house-building with RTB receipts. The Council is also looking to increase its acquisition policy, and a successful bid was made through the capital programme in 2015/16 to support this process.

9.5 The panel noted that many other boroughs faced similar challenges in using RTB receipts as the requirement to provide 70% of development costs was inhibitive (e.g. councils would be required to fund £7m from other sources for a £10m development scheme). It was suggested that a number of boroughs which have been able to secure considerable off-site contributions in major regeneration areas (e.g. Southwark, Lambeth and Hackney) have been able to match the necessary funds for development so that repayment of RTB receipts was not required.

9.6 The panel noted that RTB receipts could not be used for the Council's infill programme as this development was in receipt of a grant from the GLA. Given that the restrictions in the use of RTB receipts also apply to RHPs, it has also been difficult to secure partnerships within in this sector to utilise RTB income.

9.7 It was noted that there has been a rapid inflation in building costs, which has meant that the RTB receipts will secure less affordable housing. The panel noted that the build costs for the council's first phase of the infill programme was likely to be in the region of £300k per unit.

9.8 There were also restrictions in using receipts from the sale of high value uneconomic properties to match fund with RTB receipts. The panel noted that the High Values Property Levy, as introduced within the Housing & Planning Act would restrict how such income could be used.

9.9 Further clarification was also provided to the panel where it was noted that RTB receipts cannot be used to adapt or refurbish housing already in use for social housing (e.g. retrofit or adaptation).

9.10 The panel noted that borrowing money to match RTB receipts for a planned development was also problematic for the council, given that revenue funding was declining. The long term cost of servicing such borrowing would place additional pressures in resourcing other housing and related priorities of the council.

9.11 The panel were disappointed that such a small amount of the RTB receipts had been used by the Council and that monies had to be returned to DCLG. In this context, the panel urged the council seek other solutions, possibly in partnership with the private sector (e.g. a trading company), which can then be used to increase the provision of affordable homes.

10. Supported housing options for older people

10.1 An update on the work of the panel in respect of the review of supported housing options for older people was provided to the panel.

10.2 The panel noted that it had visited 8 schemes to date which had been very informative. The panel visited dedicated supported housing schemes that were built for purpose and those that were adapted from general needs schemes, all of which were operated by Homes for Haringey on behalf of the Council. For comparative purposes, the panel plan to visit a further 3 schemes which are not operated by the Council. After these visits, the panel will draw up its recommendations which will then go to go to Overview and Scrutiny Committee in November before agreement at Cabinet in December 2017.

10.3 The panel noted that the supported housing service is working very closely with Adult Social Care in developing the range of housing options for older and other vulnerable people in the borough. Aids and Adaptations Service resides within Adult Social Care but works closely with Homes for Haringey to ensure that those vulnerable people can have the necessary adaptations to enable them to live independently at home.

11. Haringey Development Vehicle

11.1 The first evidence session was held on 6th September 2016 and a further evidence session is planned for 4th November. The second evidence session would her evidence from council officials and a private sector representative. Attendance by other local authorities was still being sought. The programme for 4th November would be circulated to the panel.

12. Work programme update

12.1 The panel noted the amended work programme for the HRSP. It was noted that an additional meeting would be created to consider the consultation feedback for the tenancy strategy/housing allocations policy which would take place in January/February 2017. Confirmation would be sent to members once agreed.

13. Next meeting.

13.1 The next meeting will be scrutiny of budget proposal contained within the new 5 year Medium Term Financial Plan to 2022.

| | Action | Officer |
|-------------------------------------|---|--------------|
| 6. Minutes | | |
| | Agreed: further follow up information on Temporary Accommodation to be circulated. | Denise Gandy |
| 7.0 Cabinet Member Questions | | |
| 7.1 | Agreed: That a summary of the councils total financial exposure (or risks) for regeneration projects is collated and presented to the panel before the next meeting. | Dan Hawthorn |
| 7.2 | Agreed: That comparative data on planning refusals is | Emma |

| | | |
|---|--|-------------------------------|
| | circulated to the panel. | Williamson |
| 7.3 | Agreed: the number of council tenancies on the High Road West scheme to be circulated to the panel. | Dan Hawthorn/ Helen Fisher |
| 7.4 | Agreed: the number of affordable homes on the Love Lane scheme to be circulated to the panel. | Dan Hawthorn/ Helen Fisher |
| 7.5 | Agreed: once the implications of recent legal judgements have been assessed and agreed, an update would be provided to the panel (in respect of leaseholders). | Dan Hawthorn |
| 7.6 | Agreed: the cabinet member would provide data on the number of council owned sites and number of affordable homes expected to be delivered by 2018 (Phase1, 2 and registered provider supported). | Dan Hawthorn |
| 7.7 | Agreed: that further information on waiting times for 1,2,3,4 bedroom accommodation is provided to the panel. | Denise Gandy |
| 8. Budget and performance monitoring | | |
| 8.1 | Agreed: Further information would be provided in the target for affordable homes provided for 2016/17 and beyond (EW). | Emma Williamson |
| 8.2 | Agreed: that clarification would be sought on the source of funding for (GLA/General Fund) (PR4112). | Jo Moore |

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MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL (BUDGET) HELD ON MONDAY 19TH DECEMBER 2016

PRESENT:

Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Liz Morris and Reg Rice

Co-optees/Non Voting Members: Uzma Naseer (Parent Governor Representative) and Luci Davin (Parent Governor representative)

1. APOLOGIES FOR ABSENCE

None.

2. ITEMS OF URGENT BUSINESS

None.

3. DECLARATIONS OF INTEREST

Councillor Mallett stated that she was a governor at Broadwaters.

4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

5. MEDIUM TERM FINANCIAL STRATEGY 2017/18 - 2021/22

Councillor Elin Weston, the Cabinet Member for Children and Families, introduced the proposals within the Medium Term Financial Strategy (MTFS) relating to Priority 1 of the Corporate Plan. She stated that they needed to be seen within the context of the very severe cuts that there had been to local government funding since 2010. In this period, funding had been reduced by 40%. This had impacted considerably on the Councils ability to provide services, especially in the light of increases in demand. The intention was nevertheless to ensure that young people were adequately safeguarded. The proposed savings came to just below £4 million and were proportionately less than were being proposed for other areas of Council activity. The Panel noted that the original saving proposals for 2017/18 were £4 million. The current proposed savings were also around £4 million but were spread across two financial years.

In answer to a question, regarding the ability to achieve the savings Jon Abbey, the Director of Children's Services, reported that there was a degree of confidence that

all of the nine savings proposals were achievable. There was a planning process linked to each of them to ensure that they were delivered and this included assessment of risk. Timeliness, modelling, confidence of those leading change and Equalities Impact Assessments were all considered as part of this.

Notwithstanding this, he stated that it could be difficult to be precise regarding statutory responsibilities with some areas yet to be fully determined. However, he felt that the proposals were feasible and learning obtained from the previous MTFs had been taken into account. A question was asked as to whether the level of funding necessary to run a service was safe. In response, he stated that there was a need to consider this. He felt that it was in the range of £42 to £48 million and funding levels were now getting close to critical levels. Less had been spent by relevant services each year but it was acknowledged that services for children and young people had a role in contributing to Council savings. However, there was a need to ensure that there was still capacity to safeguard effectively. If the budget continued to go down, careful thought would need to be given as to how services might be delivered in the future.

A question was asked about the impact of poor housing on the numbers of children entering the care system in the light of a recent report from Shelter which had made a correlation. The Cabinet Member stated that housing issues could contribute to children being taken into care but the cause was most likely to be a range of issues. She was not aware of any specific proposals regarding housing that were likely to impact directly on children and young people. She was nevertheless aware that benefit changes were likely to have an impact. In answer to a question, she stated that savings had been put in year one which were felt to be possible to implement quickly.

The Panel considered the individual proposals as follows;

1.1; Service Re-design and Workforce

The Cabinet Member stated that this proposal aimed to make services more responsive to needs and delivered in a timely manner and that thresholds were applied appropriately.

Neelam Bhardwaja, Assistant Director for Safeguarding and Social Care, reported that the changes aimed to ensure that contacts were dealt with at the right stage, using a triage or single point of entry to services. Consideration would be given to when contacts took place and changes made to shift patterns would reflect this.

In respect of Independent Reviewing Officers (IROs), the experience in other boroughs suggested that approximately £100k could be saved through them being externally commissioned. OFSTED had also rated IROs services that had been commissioned externally in some local authorities that it had inspected as good.

In answer to a question regarding spending on agency staff, Mr Abbey stated that there was a need to have a stable workforce. Measures to improve recruitment and retention had been taken and it was hoped that these would make the Council more

competitive. However, there had always been a percentage of staff that were agency. Fifteen per cent of staff were currently from agencies. Some agency staff had joined the Council's workforce and it was hoped that others would. £1.5 million had already been saved through this. The Panel noted that all of the senior management team were now permanent Council staff.

The Panel noted that moving to external commissioning of IROs was the most easily achievable saving of this group. In answer to a question regarding thresholds, Ms Bhardwaja stated that there was no intention to increase them. These were, in any case, set externally by the London LSCB.

1.2; Early Help and Targeted Response

The Cabinet Member reported that the Council would continue with its early help approach, which was aimed at reducing escalation and keeping children and young people out of care. Positive results were starting to be seen, with fewer re-referrals.

Gill Gibson, the Assistant for Early Help and Prevention, reported that the proposal was aimed at keeping a very specific cohort of young people out of care and within families. There were no specific staffing changes arising from this and the cost of implementing the proposal was already within the budget. The work would not focus exclusively on adolescents although it was likely to be most successful there. Progress would be tracked constantly and formal review points would be built in.

1.3; Family Group Conferencing

The Cabinet Member reported that the use of Family Group Conferences (FGCs) in Haringey was currently very limited. They were spot purchased and the intention was to use them earlier and more often.

Ms Bhardwaja reported that reported that FGCs adopted a problem solving model and had originated in New Zealand. Evidence from other local authorities suggested that their greater use in Haringey would improve effectiveness. Several of these local authorities had been rated either good or outstanding by OFSTED. In answer to a question regarding whether it would be possible to undertake the service in-house, she stated that she was not aware of any authority that currently did this. In addition, FGCs aimed to be independent.

1.4; Family Based Placements

The Cabinet Member reported that the aim of this proposal was to provide placements closer to home for a small group of adolescents and, in doing so, make savings as such placements were cheaper than residential care.

Charlotte Pomery, the Assistant Director for Commissioning, reported that there were a number of young people who needed a spell of residential care and it was proposed to move them on in a more timely manner once they were ready. The proposal was to place them in a family setting. Work would need to be done though to ensure that appropriate support packages were also available. The target was to

place them within 20 miles of the borough. A Panel Member raised a point regarding the feasibility of this proposal, since young adolescents who had been in care were felt likely to be the hardest to place.

Ms Bhardwaja reported that children could be remanded to secure accommodation by the Courts and, in such circumstances, the Council had to pay for the placement. Young people could also be remanded to care but this did not necessarily need to be secure accommodation. It was rare that a young person was held securely for more than 6 weeks.

The Panel noted additional funding had been provided for Child and Adolescent Mental Health Services (CAMHS). The transformation plans for CAMHS were aimed at providing earlier intervention.

The Cabinet Member commented that the efficiencies in respect of this were principally about making the service work better. In answer to a question, Ms. Pomery agreed to provide the Panel with details of the exact number of foster carers that there currently were. She stated that recruitment and retention of foster carers was a constant issue.

AGREED:

That the Panel be provided with the figure for the current number of foster carers.

1.5; Care Leavers - Semi Independent Living

The Cabinet Member reported that this proposal was aimed at ensuring that transitional measures to promote financial independence were managed more effectively. Ms Bhardwaja reported that assistance was provided for around a year and was individually focussed. The intention was to provide support a lot earlier so that young people were able to become independent more quickly. In answer to a question, Mr Abbey stated that the proposal aimed to ensure that support was stopped at the right point. It was acknowledged that achieving financial independence could be difficult for young and vulnerable young people but the proposal was not aimed at cutting support but instead managing it more effectively. The Panel noted that support was also provided for unaccompanied minors up to the age of 18, although this was subject to change due to the new Immigration Act.

Ms Bhardwaja commented that there had been a variable level of consistency in how transitional measures were applied. The objective was to prepare young people for independence effectively. The service was facing a bulge in demand due to the bulge in the number of children taken into care in the wake of the Baby P case.

1.6; Adoption and Special Guardianship Order Payments

The Cabinet Member reported that this proposal was aimed at bringing the amount that was paid to adoptive parents in line with those paid by statistical neighbours. Ms Bhardwaja reported that the current scheme was three years old and it would be necessary to implement the new arrangements sensitively, particularly where

agreements were already in place with adoptive parents about financing. The principle that no child should not be adopted due to lack of finance would still apply. The changes were about tightening up the system so just those who needed support received it and it was applied consistently. It was possible to claim additional funding to assist in the placing of children and young people who were hard to place.

In answer to a question regarding whether the new arrangements would have an adverse impact on people becoming special guardians, which could lead to children remaining in more expensive care settings or settings outside the family, Ms Bhardwaja reported that special guardianship order payments were intended to be means tested but the Council's service had not been diligent in reviewing levels. There was a need to ensure that the scheme was applied in a fair and equitable way.

AGREED:

1. That figures be circulated to the Panel on the annual amount of spending on adoption and special guardianship order payments; and
2. That a report be submitted to the Panel in due course on the impact of the implementation of the refreshment of the payment policy.

1.7; Supported Housing

The Cabinet Member reported that the proposal was to bring together housing related support and, in particular, the service for homeless young people and care leaders.

Charlotte Pomery, Assistant Director for Commissioning, reported that the aim was to ensure that provision was fully utilised. It was hoped that that the remodelled pathway would enable greater use of smaller and more specialised providers. The Panel noted that the savings arising from this would be achieved by year two.

1.8; New Models of Care

The Cabinet Member reported that this proposal was aimed at building and developing new partnerships and obtaining economies of scale from these. There were a number of potential areas where savings could be achieved, including integration of Special Educational Needs and Disability (SEND) provision, pan London adoption and specialised commissioning.

In answer to a question regarding savings obtained from joint work with other local authorities, Zina Etheridge, Deputy Chief Executive, reported that it was not possible yet to provide detail on these but she was confident that the savings identified could be achieved. There were examples from elsewhere of savings that had been achieved through such measures including the merger of children's services between the boroughs of Richmond and Kingston, which had achieved initial savings of £2-3 million. In answer to a question, she stated that the closer working between the Council and Islington was at an early stage and had yet to deliver savings. Although there was risk attached to the lack of detail on how the savings would be achieved, it

was unlikely that all of the potential areas identified would prove not feasible. She was happy to report back with further detail in due course.

In answer to a question, Ms Pomery reported that commissioning was about finding the right provision. There was a range of maintained services in the borough and a mix between the sectors from which services were provided, with some being commissioned from the private sector.

AGREED:

That an update on progress with the development of the new models be submitted to a future meeting of the Panel.

1.9; Schools and Learning

The Cabinet Member reported that the proposals had been put together to mitigate the loss of £1.3 million from the Education Services Grant (ESG). Rory Kennedy, the Assistant Director for Schools and Learning reported that the ESG was used to fund a range of services including education welfare, school improvement, human resources, internal audit and payroll. The remaining amount of £550,000, which had been transferred to the Dedicated Schools Grant, would be used for carrying out statutory duties. The proposals involved re-prioritisation and redesign of centrally retained early years services and de-delegating the budgets for new redundancy costs and education welfare services. The withdrawal of ESG funding was intended to provide an incentive for schools to become academies.

In answer to a question, he stated that most primary schools used the Council's Education Welfare Service. Schools could buy their human resources provision from anywhere that they wished. Although many schools used the Council's provision, increasing numbers were leaving. Mr Abbey stated that the Council's service was challenged and of variable quality.

Concern was expressed at the potential impact of the loss of ESG grant on school improvement services. Mr Kennedy stated that engagement was taking place with Head Teachers and governing bodies about potential future models. There was a consensus that a Haringey wide service which provided both support and challenge to schools was welcomed and needed.

The Panel was asked if it would be reviewing the proposals for reductions in early years funding, especially with regard to the childcare subsidy provided for nursery schools and local authority nurseries. It was noted that the Panel would be looking at early years provision in due course.

AGREED:

That the effects of the loss of Education Services Grant be monitored closely and that further reports be made to the Panel in due course on progress with the implementation of the proposals.

General Issues

The Panel expressed serious concern at the lack of detail within the proposals in respect of risk modelling given the budget reductions the service was facing. It was felt that the lack of further details, including Equalities Impact Assessments, made it difficult to understand the full impact upon services.

AGREED:

That serious concern be expressed at the lack of detail within the proposals in respect of risk modelling and that a further report on progress in delivering the savings and their impact upon service delivery be submitted to the Panel as soon as these became clear and before the end of 2017.

CHAIR: Councillor Kirsten Hearn

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE ADULTS AND HEALTH SCRUTINY PANEL HELD ON TUESDAY 20TH DECEMBER 2016, 6.30 – 9.40pm

PRESENT:

Councillors: Pippa Connor (Chair), Gina Adamou, Charles Adje, David Beacham, Eddie Griffith, Peter Mitchell and Helena Kania (Non Voting Co-optee)

ALSO PRESENT:

Councillor: Jason Arthur, Cabinet Member for Finance and Health

41. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

42. APOLOGIES FOR ABSENCE

None

43. ITEMS OF URGENT BUSINESS

None

44. DECLARATIONS OF INTEREST

Cllr Gina Adamou declared a personal interest in relation to agenda items 7 and 8 by virtue of one of her daughters working in Haringey as a social worker.

Cllr Gina Adamou declared a personal interest in relation to agenda items 7 and 8 by virtue of one of her daughters being a teacher.

Cllr Gina Adamou declared a personal interest in relation to agenda items 7 and 8 by virtue of her son working in the teaching and education sector.

Cllr Pippa Connor declared a personal interest in relation to agenda items 7 and 8 by virtue of her sister working as a GP in Tottenham.

Cllr Pippa Connor declared a personal interest in relation to agenda items 7 and 8 by virtue of being a member of the Royal College of Nursing.

Cllr Charles Adje declared a personal interest in relation to agenda items 7 and 8 by virtue of his employment at the London Fire Brigade as a trade union representative.

There were no disclosable pecuniary interests or prejudicial interests declared by members.

45. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None

46. MINUTES

AGREED:

- (a) That the minutes of the Adults and Health Scrutiny Panel meeting held on 17 November 2016 be approved as a correct record.
- (b) That the minutes of the Adults and Health Scrutiny Panel meeting held on 1 December 2016 be reported to the 6 March 2017 meeting.

47. SCRUTINY OF THE DRAFT 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2017/18-2021/22)

Councillor Jason Arthur, Cabinet Member for Finance and Health, introduced proposals within the draft Medium Term Financial Strategy (MTFS) relating to Priority 2 of the Corporate Plan. He stated that they needed to be seen within the context of the very severe cuts that there had been to local government funding since 2010. It was noted this had impacted considerably on the Councils ability to provide services, especially in the light of increases in demand. It was noted that at Quarter 2 (September 2016) the Council was projecting a full-year deficit of £22m.

The Panel was informed that the draft MTFS used the last year of the approved MTFS (2017/18), adjusted for known changes, and added a further four years (2018/19, 2019/20, 2020/21 and 2021/22). Councillor Arthur explained, after taking into account anticipated funding reductions, demand pressures and a review of the base financial position, including the achievability of previously agreed savings, that further savings were required to bridge the resulting budget gap.

In terms of proposals, relating to Priority 2 of the Corporate Plan, Cllr Arthur explained that officers had developed proposals to address the budget gap with a particular focus on: partnership working; promoting independence; asset utilisation; and fees and charges.

The following issues were considered in relation to demand pressures for adult social care:

- It was noted increasing client numbers, particularly those requiring relatively high levels of care, was a key reason for the gap.
- The fact that pressures experienced in Haringey were consistent with wider national trends in health and social care, with demand for services far outstripping resources.
- The importance of rebalancing resources, as part of the 2017/18 – 2021/22 MTFS, to support growth/demand pressures in adult social care.

Following the Panel's budget monitoring meeting, held on 17 November 2016, it was agreed information on demand/budget pressures relating to adult social care, provided by the Corporate Delivery Unit, had helped to improve understanding on a range of issues.

During the discussion, reference was made to a recent announcement from the Secretary of State for Communities and Local Government concerning a £240m transfer from the New Homes Bonus to adult social care funding and confirmation that local authorities would be able to raise the council tax precept for care by 3% in the next two years (2017/18 – 2018/19). However, it was noted that the net increase of the social care precept would need to remain at 6% over the next three financial years, meaning if councils chose to levy 3% in both 2017-18 and in 2018-19, they would not be able to raise a precept in 2019-20. Cllr Arthur explained Haringey's approach to the precept would be considered as part of the wider work that was taking place to finalise the MTFs for 2017/18 – 2021/22. A variety of issues were also considered, including:

- The Improved Better Care Fund allocations.
- Developments concerning Haringey's Integrated Target Operating Model (ITOM).
- The key cost drivers for adult social care i.e. the number, cost and duration of packages of care for individual clients.
- Projected adult social care client numbers and costs. This included the fact that numbers, outlined in tables 9 and 10 of the 13 December Cabinet report, had been translated into a financial forecast which averaged an increase of 4% cost increase per year over the lifetime of the new MTFs.

The Panel was informed the gap between the natural trajectory and the budget for 2017/18 was around £29m. It was noted that this could only be achieved by either reducing the level of spend or increasing the amount of budget. David Tully, Head of Finance, explained the revised MTFs worked on the basis that there were already measures in place, as part of existing plans, which would reduce the natural trajectory spend by £9m and that after taking into account the passporting of the Adult Social Care precept and adjusting for previously agreed savings, that had been added back to the base, the amount required to fund the gap for adult social care demand in 2017/18 was £11.889m. It was noted the same principles applied for future years.

The Panel considered the proposed revenue savings proposals for Priority 2 as follows:

2.1 – Supported Housing Review

Charlotte Pomery, Assistant Director for Commissioning, stated that the aim of this proposal was to bring together the resources of housing-related support and adult social care to optimise use of supported housing assets in the borough. It was explained that this would create a coherent pathway of service for these groups, who had a range of needs, focused on addressing risk and vulnerability, tenancy

preparation and breaking the cycle of homelessness. It was noted that the saving would be possible through the recommissioning of services in 2017, yielding a saving in 2018/19. During the discussion, consideration was given to a variety of issues, including:

- Work that had taken place via both the cross-party Supported Housing Review Members Working Group and the Housing and Regeneration Scrutiny Panel.
- Questions on how the commissioning of services would change once budgets had been fully integrated.
- The number of units of housing-related support accommodation for people with learning disabilities.
- The importance of maximising independence and autonomy for adults who are living either in residential care or other types of supported housing.
- The rationale for developing a strategy in order to move people from supported housing units to more independent living through the Keyring scheme.

AGREED: That the Supported Housing Review proposal be noted.

2.2 – Osborne Grove

The Cabinet Member advised the weekly cost per bed at Osborne Grove was £1,214 and explained that this was higher than the average market rate of nursing care at £824/week. The Panel noted there was significant demand for nursing care with limited capacity in Haringey and locally. With this in mind, the Cabinet Member explained consideration had been given to whether the Osborne Grove site could deliver extra capacity. The following points were noted:

- Given the good location and condition of the site, opportunities existed to make better use of the day centre and car park.
- An options appraisal was underway to maximise the number of units that could be offered from the site. It was explained that this was to reduce unit costs and to maintain care in a sustainable way.

The Cabinet Member advised the panel that in each of the options, the current nursing care capacity of 32 beds would be maintained. Any additional capacity created would either be of nursing beds or extra care sheltered housing units. It was noted that options ranged from procuring an alternative provider to develop out the site and/or to provide care to maintaining the current model and capacity.

The Panel went on to discuss, more generally, the pros and cons of various service delivery options including outsourcing and “insourcing”, among others. In addition, the following issues were discussed:

- Findings, and action plans developed, following inspections carried out by the Care Quality Commission during November 2015.

- The fact there were a variety of options that needed to be explored and that the range of savings associated with different options ranged from £0 to £672k.
- The importance of consulting existing clients to ensure disruption was minimised if/when work was carried out on the site. It was noted that current service users would be considered as part of the EqIA for the proposal.

During the discussion, consideration was also given to a variety of issues, including lessons that had been learnt from previous decisions concerning Osborne Grove.

AGREED: That the proposal concerning Osborne Grove be noted

2.3 – Fees and Charges Review

John Everson, Assistant Director, Adult Social Services, reported that the aim of this proposal was to amend fees and charges in order to bring them into line with other London boroughs and to enable cost recovery where possible and appropriate. Mr Everson explained that savings proposals had been put forward in relation to:

Disability Related Expenditure (DRE)

Mr Everson advised that Haringey operated a 65% (£35.82) disregard and that this policy had stayed the same since 2004. It was noted that other authorities had reduced the disregard for financial assessment purposes of DRE and that the range was from a flat rate of £10.00 to a rate of 35% (£19.00). The Panel was informed that the proposal for Haringey was to operate a DRE of £40%, (£22.04) by 2019/20 (i.e. 55% (£30.31 per week) saving an estimated £129k in 2017/18, 45% (£24.80 per week) and an estimated £244k in 2018/19.

Transport to day opportunities

The Panel was informed that this proposal related to charging users, who had been assessed as having the ability to pay, for the full cost of transport as part of the charge for the overall package of day care.

Self-funders administration fee

The Panel was informed that the Council managed care provision for 64 full-cost service users (those deemed to have enough disposable income to pay for their own care) and did not charge. It was noted that the proposal was to implement an administration fee.

AGREED:

- (a) That the Equality Impact Assessment, for the Disability Related Expenditure proposal, be made available for consideration by OSC on 30 January, before final budget scrutiny recommendations are agreed. This should include narrative on the individual impact of the proposal.

- (b) That concern be expressed about the potential impact of the Disability Related Expenditure proposal and that consideration be given to limiting the impact by reducing the cut and by spreading the reduction out over five years, rather than three.
- (c) That a report be made to a future meeting of the Panel on the impact of the proposed DRE changes. This should include monitoring of the Equality Impact Assessment action plan and consideration of how changes are monitored via annual care assessments. Consideration should also be given to commissioning an independent audit to ensure the impact of any change is fully understood.
- (d) The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Panel. However, it was agreed further information, about the cost implications of the Transport to Day Opportunities proposal, especially the total number of service users affected, should be made available to the Overview and Scrutiny Committee, before final budget scrutiny recommendations are agreed.
- (e) That concern be expressed about the timing of the Transport to Day Opportunities saving proposal, especially in view of the number of changes already taking place across day activities for people with learning disabilities and older people with dementia. With this in mind, consideration should be given to moving this proposal back to later in the MTFS period

2.4 – Technology Improvement

Ms Pomery advised that this proposal was about using technology to maximise independence, with a particular focus on using Assistive Technology (AT) and online information to signpost and enable residents to self-assess. During the discussion, consideration was given to a variety of issues, including:

- The importance of ensuring the right information was available at the right time and in the right place to enable citizens, service users and carers to help themselves effectively and be aware of their own emerging or existing health conditions so they could take steps to manage these.
- An update on the future of Haricare (Haringey's directory for adults who need care and support) was provided in view of concerns, raised by the Panel, that correct information was not always available online.
- The importance of promoting activities that enabled residents to find support in the community and to remain in their home, deferring moves into Residential Care or receiving other packages of support when they are not necessary.

In terms of using online information to signpost and enable residents to self-assess, based on work carried out at other local authorities, it was noted that significant savings could be made. In addition, it was explained that the use of AT, and online information and assessment, promoted independence and helped to improve quality of life, as demonstrated on pages 80 and 81 of the report.

Whilst the Panel acknowledged the benefits of this proposal it was noted that technology improvements, on their own, would not tackle issues relating to social isolation, especially if contact with some services reduced as a result.

AGREED: That the proposal concerning Technology Improvement be noted.

2.5 – Market Efficiencies

The Panel was informed that five different approaches would be used to reduce costs incurred in commissioning packages of care for clients. Ms Pomery explained costs would be reduced by:

- Implementing a new approach to residential and nursing procurements to reduce costs working with boroughs across North Central London.
- Gaining leverage on providers in Learning Disabilities and Mental Health to negotiate price reductions in existing packages with an increased focus on maximising independence.
- Developing new care and delivery models for people with the most complex needs and behaviour that challenges.
- Changing the terms of the residential placement agreement to reduce the amount Haringey will pay when service users are hospitalised in line with comparator boroughs; a one off debt recovery from care homes against hospitalisation of service users.
- Ending the subsidy for meals on wheels.

In response to questions, on the subsidy for meals on wheels, Ms Pomery explained that there were a range of options available for people needing support to access a hot meal during the day. Moving forwards it was reported that the role of the Council would be to help individuals to decide which option they wanted and that this would be explored as part of the assessment and support planning process. The Panel was assured users would be able to access culturally specific meals, with a range available as part of options being explored both for delivery and in the community. It was noted the Council was seeking to ensure consistency of costs, however some appeared more expensive. The Panel was informed that this would be considered as part of the EqIA for the proposal. The Panel was advised that where a luncheon club was an assessed need, and the user eligible, adult social care transport would be arranged.

During discussion consideration was given to a variety of issues, including the benefits of each approach and the cost benefit analysis. In addition, whilst the Meals on Wheels service provided access to hot and nutritious food, it was agreed that an important element of the service, that needed to be retained, was its ability to tackle issues relating to social isolation and loss of independence.

AGREED: That the Market Efficiencies proposal be noted.

2.6 – New Models of Care

The Cabinet Member reported that these proposals were at an early stage of development. However, the Panel was informed that potentially there were substantial savings achievable across Priority 2 from moving to an integrated model of delivery. It was noted that the largest element of this would be savings made through integration with (i) Haringey CCG, (II) the Wellbeing Partnership with Islington Council and CCG and (iii) additional savings across the North Central London cluster.

Mr Everson advised that there were additional potential savings as a result of proposals to redesign adult social care through:

- Further reductions in new packages of care through a more preventative approach linked into primary care and community services.
- Further staff reductions as part of service redesign, including through more integrated ways of working. It was noted that this would include services provided through Adults Social Care, Public Health and the Clinical Commissioning Group.

The Panel was assured that savings proposed for Haringey had been based on those achieved in models elsewhere. However, the Panel agreed further information, on the type of savings proposed, should be made available to demonstrate how savings of £1.4m would be achieved. It was agreed that this narrative should be considered by the Overview and Scrutiny Committee before final budget scrutiny recommendations were agreed in January.

AGREED:

- (a) That additional information, on New Models of Care, be made available for consideration by the Overview and Scrutiny Committee before final budget scrutiny recommendations are agreed. This should include narrative on the range/type of savings proposed, including staffing, to demonstrate how savings of £1.4 million would be achieved.
- (b) That the Cabinet Member for Finance and Health be asked to host a Member Learning and Development session, for all Members during the first half of 2017, on New Models of Care. This should include an update on the Haringey and Islington Health and Wellbeing Boards.
- (c) That an update on progress with the development of New Models of Care be submitted to a future meeting of the Panel during 2017/18.

At the conclusion of the item, the Chair thanked the Cabinet Member and officers for their attendance.

48. WORK PROGRAMME UPDATE

Christian Scade, Principal Scrutiny Officer, provided an update on the proposed work programme for the remainder of the 2016/17 municipal year.

AGREED: That subject to the additions, comments and amendments, referred to under the Draft 5 Year Medium Term Financial Strategy item, the areas of inquiry outlined in Appendix A of the Work Programme Update be approved and recommended for endorsement by the Overview and Scrutiny Committee.

49. NEW ITEMS OF URGENT BUSINESS

None

50. DATES OF FUTURE MEETINGS

The Chair referred Members present to item 10 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON TUESDAY, 17TH JANUARY, 2017, Times Not Specified

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Kirsten Hearn and Emine Ibrahim

83. FILMING AT MEETINGS

Noted.

84. APOLOGIES FOR ABSENCE

Apologies for absence were received from Yvonne Denny.

85. URGENT BUSINESS

It being a special meeting under Part 4, Section B, Paragraph 17 of the Council's Constitution, no other business was considered at the meeting.

86. DECLARATIONS OF INTEREST

Councillor Ibrahim declared an interest in respect of agenda item 6 - Scrutiny of the Draft 5 year Medium Term Financial Strategy - Priority X – as her sister was an employee of Haringey Council in the Democratic Services team.

87. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

The Committee heard two deputations. The first deputation was made by Paul Burnham, Jacob Secker and Bob Lindsay-Smith of Haringey Defend Council Housing.
NOTED:

- The Haringey Development Vehicle (HDV) would mean social cleansing, with seven council estates in Haringey included in the plan. Council tenants, leaseholders, people in temporary accommodation and local businesses would be affected, and had not been consulted adequately, or made aware of the consequences of the development vehicle for them.
- There was a viability gap in the proposals, which did not make economic sense.
- Haringey Defend Council Housing supported the proposal by the Housing and Regeneration Scrutiny Panel that the HDV be halted.

In response to questions from the Committee it was noted that:

- A ballot should be carried out with every tenant, business and leaseholder affected by the HDV. Information provided needed to be simple, clear and truthful. This would not only provide a fair response and decision, but it would empower residents. As long as this ballot was conducted fairly then the decision would have to be accepted.
- Proper consultation needed to be carried out before a contract was signed with a preferred bidder. Residents needed to know what their housing rights would be under the new development plans, what community facilities would be available to replace the ones taken away, and this information needed to be provided before any contracts were signed.

The second deputation was made by David Bennie, Friends of St. Anns Library, and Joanna Bornat, Friends of Stroud Green Library, in relation to all libraries across the Borough. NOTED:

- The budget proposal was to cut library opening hours by 40%, despite previous assurances that there would be no library closures.
- There had been virtually no consultation on the proposals.
- Libraries were important to everyone in the Borough and crucial to the Council's equalities agenda. Cuts in library hours would reduce demand and increase the likelihood of full closures in the future.

In response to questions from the Committee it was noted that:

- It was not clear how the reductions in hours would be applied in each library.
- A reduction in opening hours would not just mean that people were unable to access libraries to borrow books, it would also affect people, such as job-seeker, who used libraries for community groups, for computer usage and for socialising. The proposed reduction would represent a false economy.

The Chair thanked all for attending.

Clerks note – the Chair varied the order of the agenda to take item 8 - Interim Report Governance Arrangements for Haringey Development Vehicle (From the Housing and Regeneration Scrutiny Panel) – as the next item of the meeting. The minutes follow the order of the agenda.

88. SCRUTINY OF THE DRAFT 5 YEAR MEDIUM TERM FINANCIAL STRATEGY - PRIORITY X

Councillor Connor in the Chair.

Councillor Connor took the Committee through each of the proposals and asked for comments from the Committee and clarification from officers. NOTED:

- Legal Services – reduction in staffing and other related expenditure
The savings reduction was predicated on a reduction in demand on Legal Services as a whole. The expectation was that as demand for childrens and adult services fell, so would the demand for legal services.

The Committee noted the proposal, and that it was contingent on a reduction in demand, meaning it perhaps should be rated as 'amber' rather than 'green'.

- Audit and Risk Management – reduction in cost on the external audit contract
This proposal was based on the changing risk profile of the Council.

The Committee noted the proposal, and agreed that a note be provided for the Corporate Committee to seek its views on this reduction.

- Democratic Services – reduction in staffing
There would be a reduction in support to internal areas of the Council to ensure that the Committees would still be supported.

The Committee noted the proposal.

- Shared Service Centre Business Support – reduction in staffing
There would be little or no impact on customers with this reduction, as this related to back-office staff and included more efficient practices.

The Committee noted the proposal.

- Shared Service Centre – new delivery model for shared services
The Committee noted the proposal.

- Reduce opening hours in our six branch libraries to 36 hours per week
Following an outline by Councillor Vanier, the Committee noted that the Unions had been briefed on the proposals, and detailed consultation would be carried out with Unions and staff, along with the 'Friends' groups of the libraries, on the best use of hours for each branch if this proposal went ahead. There would be no lone working.

The Committee referred to the deputation made earlier in the meeting and agreed on the importance of libraries to the local community.

The Committee agreed to recommend that Cabinet did not agree to this proposal.

- Shared Service Offer for Customer Services
It was not possible to say what the impact would be to customers and residents until a detailed options appraisal had been carried out.

The Committee noted the proposal.

- Senior Management Saving
Further information on this saving would shortly be provided in a report to the Council's Staffing and Remuneration Committee from the Chief Executive, but it would mean the deletion of one senior post at least.

The Committee noted the proposal.

- Alexandra House – Decant

The proposal was to continue to vacate underused floors at Alexandra House and utilise underused space at River Park House, following a significant increase in rent at Alexandra House. There would be minimal impact to staff as the Council operated a clear desk / hot desk policy. In relation to accessibility requirements, Managers would be aware of their staff requirements and adjustments would be made where required.

The Committee noted the proposal.

- Translation and Interpreting Service
There would be no impact on residents, as the service would still be provided by the new contract.

The Committee noted the proposal.

- Closure of internal print room
The demand from Legal services on the print room would be reduced, as the service moved to scanning documents rather than printing. Proposals for providing Committee papers using software were currently being explored.

The Committee noted the report.

- Communications – reduction in staffing
There would be no reduction in service by not filling a vacant post, given changes in the ways of working.

The Committee noted the proposal.

- Income generation – advertising and sponsorship
The figure given for income generation was net of the cost of the employee and the income generated could increase in the future.

The Committee noted the proposal.

- Professional Development Centre
This was subject to a business case on a number of issues, and a full proposal would be provided to Cabinet for decision.

The Committee noted the proposal.

- Insurance
The Committee noted the proposal.

- Voluntary Severance Savings
The Committee noted the proposal.

RESOLVED that the report and proposals be noted, and that it be recommended to Cabinet that the proposal to reduce staffing at Haringey branch libraries be rejected.

89. DRAFT BUDGET SCRUTINY RECOMMENDATIONS

Councillor Connor in the Chair.

The Committee noted the draft recommendations made by the Scrutiny Panels as set out in the agenda pack. It was noted that there had been further information requested in some areas, and that this would be received before the next Committee meeting on 30 January, where the final recommendations to Cabinet would be agreed.

90. INTERIM REPORT GOVERNANCE ARRANGEMENTS FOR HARINGEY DEVELOPMENT VEHICLE (FROM THE HOUSING AND REGENERATION SCRUTINY PANEL)

Councillor Ibrahim, as Chair of the Housing and Regeneration Scrutiny Panel, introduced the report as set out. NOTED:

- At the Scrutiny Café held at the start of the municipal year, there had been many issues raised around the Haringey Development Vehicle. It was agreed that a piece of scrutiny work on the proposed governance structures would be valuable. As part of the Panel's work, a number of evidence-gathering sessions had been held, along with visits to other authorities with an equivalent vehicle.
- Recommendation 1 (to halt the process) was based on the findings of the Panel that there was no evidence base in support of a development vehicle of the scale suggested and further scrutiny was needed.
- A point made in Recommendation 1 should be amended to clarify the Panel's concern.
- A number of recommendations around the governance arrangements had also been made, and the Panel hoped to see these implemented, as a minimum, if the Cabinet decided to proceed with the HDV.
- A number of officers had been involved in the scrutiny process, and they had provided clear and honest information to Members. Councillor Ibrahim wished to place on record her thanks to them, and in particular, to Martin Bradford, former Scrutiny Officer, for producing the report.

Councillor McNamara addressed the Committee and echoed Councillor Ibrahim's comments regarding the lack of evidence regarding development vehicles and the Panel felt that there were many questions that remained unanswered. In respect of the recommendation made by the Panel to halt the process, Councillor McNamara explained that this was not a rejection of the concept of development vehicles, and was not a reflection on the merit or demerit of potential developers. In order to carry out further scrutiny, the Panel required more detailed projections on the impact of the HDV, and the current timescale did not provide enough time to do this. He requested the Committee endorse the report and refer it to Cabinet for response.

RESOLVED that

- i. The report be noted;**
- ii. The recommendations as set out in section 7 of the report be agreed, with an amendment to recommendation 1(2) as follows – "There needs to be**

further clarity on the role of officers joining a board and the role of councillors”; and

- iii. The report and recommendations be referred to Cabinet for consideration in February 2017.

91. FUTURE MEETINGS

Noted.

CHAIR: Councillor Charles Wright

Signed by Chair

Date

Report for: Overview and Scrutiny Committee – 30 January 2017

Title: Budget Scrutiny Recommendations

Report authorised by : Cllr Pippa Connor, Vice Chair Overview and Scrutiny Committee and lead for Budget Scrutiny

Lead Officer: Christian Scade, Principal Scrutiny Officer
Tel: 020 8489 2933 or Email: christian.scade@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1 This report sets out how budget proposals detailed in the draft 5 year Medium Term Financial Strategy (2017/18 – 2021/22) have been scrutinised, and the recommendations that have been reached by the Overview and Scrutiny Committee (OSC) and Scrutiny Review Panels.
- 1.2 Members of the Committee are asked to consider and agree recommendations contained within this report so that these can be considered by Cabinet on 14 February 2017, when they will also agree the final MTFS proposals.

2. Recommendations

- 2.1 That the Overview and Scrutiny Committee:
 - (a) Notes the draft Medium Term Financial Strategy (2017/2018 - 2021/2022), attached at Appendix A.
 - (b) Notes the additional information, attached at Appendix B, requested during the December round of Scrutiny Panel meetings;
 - (c) Agrees final budget recommendations to be put to Cabinet on 14 February 2017, following consideration of recommendations arising out of the budget scrutiny process, set out in Appendix C.

3. Reasons for Decision

- 3.1 As laid out in the Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) the Overview and Scrutiny Committee is required to undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee.

4. Alternative Options Considered

N/A

5. Budget Scrutiny Process

5.1 The Overview and Scrutiny Protocol lays out the process for Budget Scrutiny. This includes the following points:

- a. The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their reports shall go to the OSC for approval. The areas of the budget which are not covered by the Scrutiny Review Panels shall be considered by the main OSC.
- b. A lead OSC member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Review Panels relating to the budget.
- c. Overseen by the lead member referred to above, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the new Medium Term Financial Strategy. Each Panel shall consider the proposals in this report, for their respective areas. The Scrutiny Review Panels may request that Cabinet Members and/or Senior Officers attend these meetings to answer questions.
- d. Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting in January containing their recommendations/proposal in respect of the budget for ratification by the OSC.
- e. The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/ proposals made by the OSC in relation to the budget.

6. Budget Scrutiny to Date

6.1 In July of this year the Overview and Scrutiny Committee considered the Medium Term Financial Strategy (MTFS) planning timetable and budget scrutiny process for 2017/18. As set out in that report, in order to cover the period of business rate devolution, work commenced on a new five year MTFS in May 2016.

6.2 The draft MTFS uses the last year of the currently approved MTFS (2017/18), adjusted for known changes, and adds a further four years (2018/19, 2019/20, 2020/21 and 2021/22). After taking into account anticipated funding reductions, demand pressures and a review of the base financial position including the achievability of previously agreed savings, further savings are required to bridge the resulting budget gap. As a consequence, this led to a new range of proposals being reported to Cabinet in December 2016 (Appendix A).

6.3 Following consideration by Cabinet, all four Scrutiny Panels met in December to scrutinise the draft budget proposals that fell within their portfolio areas:

- Children and Young People Scrutiny Panel
 - o Priority 1
- Adults and Health Scrutiny Panel
 - o Priority 2
- Environment and Community Safety Scrutiny Panel
 - o Priority 3
- Housing and Regeneration Scrutiny Panel
 - o Priority 4 and Priority 5

6.4 In addition, the Overview and Scrutiny Committee met on 17 January to consider proposals relating to Priority X (Enabling).

6.5 Cabinet Members, senior officers and finance leads were in attendance at each meeting to present proposals and to respond to questions from members. For some of the proposed revenue savings proposals, additional information was requested by the Panels during the December round of meetings. This information is attached at Appendix B while a list of recommendations, developed from the meetings above, is provided at Appendix C.

7. Next Steps

7.1 The table below sets out the remaining steps in the budget scrutiny process:

| Date | Meeting | Comments |
|------------------|---------------------------------|--|
| 30 January 2017 | Overview and Scrutiny Committee | Recommendations agreed and formally referred to Cabinet |
| 14 February 2017 | Cabinet | Cabinet will clearly set out its response to recommendations made by the Overview and Scrutiny Committee |
| 27 February 2017 | Full Council | Final budget setting |

8. Contribution to Strategic Outcomes

8.1 The budget scrutiny process has made a contribution to strategic outcomes relating to “Outstanding for All”, “Clean and Safe” and “Sustainable Housing, Growth and Employment” (Haringey Corporate Plan 2015-18).

9. Statutory Officers Comments

Finance

- 9.1 The Chief Finance Officer has been consulted on this report and acknowledges the importance of budget scrutiny in preparing and subsequently approving the Council's Medium Term Financial Strategy (MTFS).
- 9.2 There are no specific financial implications as a result of the scrutiny process but there may be an impact on the overall Council budget if recommendations are made for change. Any such implications would be considered as part of February's Cabinet MTFS report.

Legal

- 9.3 There are no immediate legal implications arising from this report. The Overview and Scrutiny Committee is exercising its budget scrutiny function. This is part of the constitutional arrangements for setting the Council's budget, as laid out in Part 4, Section G of the Haringey Constitution.

Equality

- 9.4 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 9.5 The proposals in the draft Medium Term Financial Strategy are currently at a high level and will be developed further as new operating models, service changes and policy changes are progressed. Equality impact assessments will be developed as part of this process.
- 9.6 The Committee should ensure it addresses these equality duties by considering them within its work. This should include considering and clearly stating;
- How specific savings / policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
 - Whether the impact on particular groups is fair and proportionate;

- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

10. Use of Appendices

Appendix A Draft 5 year Medium Term Financial Strategy (2017/18 – 2021/22)
Cabinet 13th December 2016

Appendix B Additional information requested

Appendix C Recommendations from the budget scrutiny process

11. Local Government (Access to Information) Act 1985

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Appendix A

Draft 5 year Medium Term Financial Strategy (2017/18 – 2021/22)

Cabinet Papers from 13 December 2016

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Report for: Cabinet 13th December 2016

Item number: 10

Title: 5 year Medium Term Financial Strategy (2017/18-2021/22)

Report authorised by : Tracie Evans, Chief Operating Officer

Lead Officer: Hannah Le Vay, Budget & MTFs Senior Programme Manager

Ward(s) affected: All
Report for Key/

Non/Key Decision: Key decision

1 Describe the issue under consideration

1.1 In February 2015, Haringey Council agreed five priorities as part of a three year strategy that set out our ambitions for the borough and our citizens. They are:

- Enable every child and young person to have the best start in life, with high quality education
- Enable all adults to live healthy, long and fulfilling lives
- Create a clean and safe borough where people are proud to live, with stronger communities and partnerships
- Drive growth and employment from which everyone can benefit
- Create homes and communities where people choose to live and are able to thrive

1.2 Alongside the corporate strategy that set out that vision, the Council approved the current three-year Medium Term Financial Strategy (MTFS 2015/2016 – 2017/18). Since then, a number of significant political changes have taken place including the arrival of a new Government, the election of a new London Mayor, and the Brexit decision, all of which bring high levels of uncertainty. In addition, welfare reform changes continue to be implemented and the number of residents those changes impact has increased as the benefit cap has been lowered. We are also faced with rising demand for temporary accommodation, adults and children social care.

1.3 Local government and the entire public sector have been faced with funding reductions since 2010. This, combined with significant economic and legislative uncertainty, plus significant changes to the way councils are funded and take decisions, mean that we are operating in an uncertain and changing environment.

1.4 There are also a number of funding changes that are still to be determined by the Government which will impact on our public sector partners. Funding for education is expected to be significantly reduced and there is uncertainty as to what responsibilities we will retain and how we will be able then to deliver our strategic objectives. Changes to health services are complex and about

how we work in partnership to make the system sustainable when the cost and availability of investment and benefits are in different parts of the system. Business rates will be devolved by 2020 meaning that our sources of funding will change significantly. These are just a few issues which highlight the much more complex world we now operate in, how important our partnerships will continue to be and that together, we are setting out an ambitious vision for Haringey as a place, not just on our own organisations.

- 1.5 Given the level of change over the last 18 months and in order to continue delivering our priorities for the borough, it is evident that the MTFs will need to be refreshed and extended in order to provide a sound base for decisions for the next five years and includes plans for savings proposals.
- 1.6 The Council's refreshed MTFs presented in this report sets out the strategic financial context and details of the major budget changes being proposed for the five year planning period 2017/18 to 2021/22, and, in addition, the process for setting the Council's 2017/18 Budget.
- 1.7 The strategy considers the estimated revenue funding from all available sources together with estimated expenditure budgets, particularly in the high demand areas, for each of the five years, setting out and seeking approval to the savings proposals aligned to the Council's priorities.
- 1.8 This report considers all relevant components of the Council's revenue budget including the Housing Revenue Account (HRA) which a ring fenced account for the delivery of the Council's social housing activities, and the Dedicated Schools Budget (DSB) which is ring fenced for the delivery of education activities.
- 1.9 The report also considers the Council's capital budget, bringing sources of capital funding together with prioritised projects that reflect the Council's priorities. Given the level of complexity due to the regeneration aspirations of the Council, the capital budget will become an increasingly important component of the Council's overall financial position.
- 1.10 The detail in this report is based on the best available information but is still subject to significant uncertainty particularly in relation to later years. The final government settlement for 2017/18 is yet to be announced. Details of how business rates devolution will work is also yet to be agreed and the impact of business rates revaluation has yet to be modelled. Future reports to Cabinet and Council will take account of the impact of those changes as far as is possible. Haringey's medium-term working assumptions plan for a neutral impact of reductions in RSG to be completely matched by an upside in business rates. At this moment in time, we do not have enough information to make any other assumption. For example, we will not be clear on what education funding is available until the end of December.

2. Cabinet Member Introduction

Introduction

- 2.1 Since 2010, the government has reduced the amount of funding local government receives which in Haringey has meant a loss of around 40% in

real terms. It is important to note that in 2010 the Government had indicated that its austerity programme would be over by now. Six years late, Haringey is still adjusting to staggering cuts to our budget.

- 2.2 Alongside this, the landscape is increasingly complex with the most significant changes to the local government funding regime in decades. The introduction of 100% business rates retention brings significant uncertainty with regards to financial planning. By 2020, local government will have seen its Revenue Support Grant (RSG) disappear to be replaced by localised funding arrangements including the introduction of the retention of business rates. This is unprecedented and creates a significant amount of uncertainty in terms of financial management.
- 2.3 Locally, those changes have included reducing the number of staff employed by the council by 45%; we have a shared ICT service with Camden and Islington and we have 12 fewer council buildings as well moving services to ensure we become more efficient.
- 2.4 However, demand is still rising. Since 2013 the number of adults receiving support for learning and mental health difficulties has increased by 17%; the number of people who have become homeless has risen by 11%; and unless we change the way we deliver adult social care services, spend in that area will go up by over 30% by the next general election. With this last point in mind, it was disappointing and very concerning that social care funding was not referred to at all in the Chancellor's Autumn Statement.
- 2.5 Pursuing our ambitions for growth to deliver more housing and jobs in Haringey in the context of this uncertainty is critical if we are to achieve our ambitious plans for the borough to be one of the best places in London to live and work.

Local Context

- 2.6 There is a political commitment to freeze council tax rates until 2018. However, we are very aware that council tax is a regressive tax and the Institute for Fiscal Studies made clear in a statement in 2015, that there is an urgent need for an overhaul. Two thirds of our residents are in Band D or below and whilst Haringey is in the higher half of Band D rates in London, we will need to review our council tax levels every year. This is necessary given the importance of local sources of income in the context of the end of revenue support grant from central Government in 2020.
- 2.7 The Council faces demand increases in areas of social care and temporary accommodation, which have been on an increasing trajectory for Haringey over the last 2-3 financial years. Growth in the numbers of service users with learning disabilities within adult social care is expected to increase by 8% each year, and in Children's services growth averages at 2% per year. In temporary accommodation demand is increasing on an annual basis and requires both preventative action and an emphasis on using accommodation with lower average costs.
- 2.8 General demographic changes are a key component of the MTFs pressures. The population of Haringey is growing and is estimated to reach 286,900 by 2020, an increase of 5.9% from 2015. By 2025, Haringey's population is

estimated to reach 300,600, an increase of 10.9% from 2015. An increased population adds strain to the Council's budgets, particular to universal services, and the challenge is to manage this within existing budgets by achieving efficiencies in the way we deliver services. Transformation activities are therefore of paramount importance in managing finite resources in times of uncertainty.

- 2.9 Investment in regeneration across the borough and the formation of the Haringey Development Vehicle (HDV) will provide the impetus to ensure an increase in income in the form of additional council tax income from new homes and business rates from the development of Wood Green and Tottenham, as well as delivering employment and growth opportunities.

2017/18 and the Medium-Term (2018/19 to 2021/22)

- 2.10 A considerable amount of work has been undertaken to predict and hence prepare for our demand in key areas over the next 5 years. Consequently, we have embarked on building a 5 year Medium-Term Financial Strategy (MTFS) to take us beyond the uncertainty of the localisation of business rates in 2020.
- 2.11 In developing the financial model we have identified a funding gap of £20m over the 2-year period for 2017/18-2018/19. Savings proposals have been presented in order to bridge the gap with the Council's administrative functions taking almost 50% of the total savings so as to protect and rebuild service budgets as much as possible.
- 2.12 We will be continuing our extensive programmes of transformation activity across the organisation focusing on those areas of pronounced demand. Activities are also underway to further transform the Council's administrative functions and accelerate the pace of activity. Over the last 12 months significant savings have already been achieved through the development of an internal Shared Services Centre and a joined-up Digital and IT service with Camden and Islington. There is significant joint work happening with the health and social care organisations in the North Central London (NCL) led partly through the Sustainable Transformation Plan (STP) and partly through other joint work with the NCL organisations. We are continuing to look at options for further integration both internally and with other organisations, whilst always focussing on and actively managing and mitigating risks.
- 2.13 Through the delivery of the savings presented in this report for consultation and by accelerating our transformation activity we will be able to set a balance budget for 2017/18 with some use of Reserves. The extent to which we utilise our Reserves will be dependent on the level of our deficit at year-end. We will look to recommence building Reserves in the next financial year to provide further future resilience to our financial position.
- 2.14 With considerable investment in transforming our services, regeneration and growth, we are actively managing improvements in our tax base for both council tax and business rates to provide upsides towards the back end of the MTFS, 2019/20 and beyond.
- 2.15 Our budget consultation activity through the autumn has seen wide engagement from Haringey's residents and has helped us to form the proposals that support this paper. Thank you to everyone who has provided

their thoughts so far. I encourage as many people as possible to continue engage over the next few months as we finalise our five-year MTFS.

3. Recommendations

It is recommended that Cabinet:

- 3.1 Note the initial budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the provisional Local Government Finance Settlement is published in December;
- 3.2 Note the 5 year MTFS 2017/18 to 2021/22 to be reviewed at Cabinet in February 2017, to recommended for approval at Full Council's meeting in February 2017 to set the budget for 2017/18;
- 3.3 Agree consultation with residents, businesses, partners, staff and other groups as necessary on the draft revenue proposals for 2017/18-2021/22 as set out in Appendix 2;
- 3.4 Note that the results of the consultation on the draft revenue proposals will be considered by Cabinet in February 2017 and recommendations made to Full Council at its meeting in February 2017 for the Council's formal budget setting for 2017/18;
- 3.5 Note that the detailed proposals will be submitted to Scrutiny Committees in December and January for scrutiny and comments;
- 3.6 Note proposed changes to Fees and Charges in respect of executive functions will be considered by Cabinet in February 2017 and those requiring approval by the Regulatory Committee to be considered at its meeting in January 2017;
- 3.7 Note the capital programme for 2017/18-2021/22 for those schemes requiring corporate resources and grant, to be considered again by Cabinet in February 2017 and then to be recommended to the Council at its meeting in February 2017;
- 3.8 Note the draft Housing Revenue Account (HRA) budget for 2017/18 as set out in Appendix 5 which will be considered again by Cabinet in February 2017 and then recommended to the Council at its meeting in February 2017;
- 3.9 Note that the proposed housing Council rent changes and service charges for 2017/2018 set out in section 16 and 17 of the report will be considered by Cabinet for approval in February 2017, that:
 - Rent charged to tenants for general needs accommodation is reduced by 1% from their current levels from Monday, 3 April 2017;
 - The proposed weekly tenants' service charges set out in section 17, table 22 is approved;
 - The existing rents in HRA hostels should remain unchanged for 2017/18.
- 3.10 Approve the proposed changes to the draft Dedicated Schools Budget (DSB) set out in section 19.

4. Reasons for decision

- 4.1 The Council has a statutory requirement to set a balanced budget for 2017/18 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally in order to ensure the Council's finances for the medium term are put on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

5. Alternative options considered

- 5.1 This report recommends that the Cabinet should consider proposals to deliver a balanced and sustainable MTFS over the five year period 2017/18 to 2021/22, to be reviewed further at Cabinet in February, and ultimately adopted at its final budget meeting at Full Council in February 2017, which is a statutory requirement in terms of agreeing the Council's 2017/18 budget.
- 5.2 Clearly there are a number of options available to achieve a balanced budget and officers have developed the proposals for determining levels of both income and service provision in this report taking account of the Council's priorities, the extent of the estimated funding shortfall and the Council's overall financial position.

6. Background information and the national context

Local Government Finance Settlement 2016/17 to 2019/20

- 6.1 The 2016/17 local government finance settlement received in December 2015 provided revenue support grant and other grant funding allocations for 2016/17 and indicative figures up to 2019/20. At a national level the Core Spending Power¹ figures (which include Council Tax and un-ring fenced grants) **showed a 0.4% reduction in government funding over the period 2015/16 to 2019/20**, as shown in the Table 1 below.

Table 1: Core Spending Power totals for England

| England | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| | £ millions | | | | |
| Settlement Funding Assessment* | 21,250 | 18,601 | 16,624 | 15,559 | 14,500 |
| Council Tax of which; | 22,036 | 23,163 | 24,459 | 25,853 | 27,353 |
| <i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i> | 22,036 | 22,749 | 23,602 | 24,513 | 25,486 |
| <i>additional revenue from referendum principle for social care</i> | - | 393 | 821 | 1,290 | 1,804 |
| <i>additional revenue from £5 referendum principle for all Districts' Band D Council Tax level</i> | - | 21 | 37 | 51 | 63 |
| Improved Better Care Fund | - | - | 105 | 825 | 1,500 |
| New Homes Bonus | 1,200 | 1,485 | 1,493 | 938 | 900 |
| Rural Services Grant | 16 | 81 | 65 | 50 | 65 |
| Transition Grant | - | 150 | 150 | - | - |
| Core Spending Power | 44,501 | 43,480 | 42,896 | 43,225 | 44,318 |
| In year change in funding % | | -2.3% | -1.3% | 0.8% | 2.5% |
| Cumulative Change in funding % | | -2.3% | -3.6% | -2.9% | -0.4% |

6.2 The equivalent table for Haringey is shown at table 2. It shows a 1.6% increase over the period. However, it is important to note that:

- (i) Excluding council tax, government funding actually falls by 23% from £147m in 2015/16 to £114m in 2019/20.
- (ii) The council tax amounts assume increases to taxbase and council tax increases at the 1.99% referendum limit plus a 2% increase per annum for the Social Care Precept in each year.
- (iii) The New Homes Bonus Funding is subject to (a) building new homes (and therefore more residents to provide services to) and (b) a public consultation which may change the allocations (see below).
- (iv) The Improved Better Care Fund allocations are only provisional and are also subject to a consultation (as at October 2016).
- (v) The Settlement Funding Assessment (SFA) amount assumes local authorities will collect Business Rates at the target set by government (see below for Haringey's current projections in this area).

Table 2: Core Spending Power totals for Haringey

| Haringey | | | | | |
|---|------------|------------|------------|------------|------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| | | £ millions | £ millions | £ millions | £ millions |
| Settlement Funding Assessment* | 141 | 126 | 115 | 109 | 103 |
| Council Tax of which; | 84 | 91 | 100 | 110 | 121 |
| <i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i> | 84 | 90 | 96 | 104 | 112 |
| <i>additional revenue from referendum principle for social care</i> | - | 2 | 4 | 6 | 9 |
| <i>additional revenue from £5 referendum principle for all Districts' Band D Council Tax level</i> | - | - | - | - | - |
| Improved Better Care Fund | - | - | 0 | 4 | 7 |
| New Homes Bonus | 6 | 7 | 7 | 4 | 4 |
| Rural Services Grant | - | - | - | - | - |
| Transition Grant | - | - | - | - | - |
| Core Spending Power | 231 | 224 | 223 | 227 | 235 |
| In year change in funding % | | -2.8% | -0.8% | 2.0% | 3.3% |
| Cumulative Change in funding % | | -2.8% | -3.6% | -1.6% | 1.6% |

6.3 Whilst the SFA allocations for 2017/18 to 2019/20 are only indicative at this stage, local authorities had the opportunity to fix these at the announced amounts by submitting an efficiency plan by 14 October 2016. Haringey submitted its efficiency plan to the Department of Communities and Local Government (DCLG) and last month received confirmation that Haringey, along with 97% of local authorities, is now formally on the multi-year settlement (covering 2017/18-2019/20). Final decisions are subject to the normal statutory consultation processes and to parliamentary approval.

6.4 The funding for local government, as well as reducing, will also be subject to significant change in the medium term. As mentioned previously, the New Homes Bonus Funding and Improved Better Care Fund allocations are subject to consultations around methodology. However, by far the biggest change will be to the SFA figures and in particular, business rates.

6.5 A summary of the main changes planned is provided below.

Business Rates

6.6 Up to 2020, there are going to be a number of significant changes to Business Rates, including:

- Business Rates Revaluation in April 2017
- A new appeals process
- A new revaluation process
- The introduction of 100% Business Rates Retention
- The Reset of the Business Rates Baseline

The potential implications of these changes for Haringey are discussed below.

Business Rates Revaluation

6.7 The business rates base will be revalued, effective from April 2017. DCLG intend for the process to be revenue neutral for local government nationally. However, the extent to which this will be the case is not possible to forecast at this stage. DCLG will make an allowance for the national loss in Rateable Value, due to appeals, following revaluation. If this estimate is too low, then local government will lose out; if this estimate is too high then local government will gain.

6.8 The financial implications of revaluation for individual local authorities is more difficult to estimate, as these will be a combination of the accuracy of the national allowance for appeals and the extent to which local appeals are above or below the estimated national average.

6.9 Due to the number of unknowns it has therefore been assumed that revaluation will be revenue neutral at this stage for Haringey. However, officers will be monitoring developments around the updated Rateable Values and the DCLG's approach to appeals over the coming months, with a view to adjusting the medium term resources projection, if needed.

Business Rates Appeals

6.10 In October 2015, the government consulted on proposals for a new approach to business rates appeals. The reforms would see the introduction of a three-stage system: Check, Challenge, Appeal. The objective of the reforms is to reduce the complexity and increase the speed of the appeals process.

6.11 The Government have now issued a second consultation paper regarding the required amendments to existing regulations, with the intention of introducing the new system in April 2017.

6.12 If the reforms meet the objective set by the government, they could potentially reduce the number of appeals that arise and that remain outstanding; and therefore reduce the financial uncertainty that the current appeals process creates.

Business Rates Revaluation

- 6.13 In March 2016, the Government published a discussion paper regarding the challenges of delivering more frequent business rate revaluations. The paper discusses three potential approaches for more frequent revaluations, these being:
- The current system;
 - A system based upon self-assessment; and
 - A formula based system.
- 6.14 Whilst more frequent revaluations will create greater financial uncertainty, due to the potential for local gains or losses from the allowance for appeals, if the proposals were coupled with changes that reduced the likelihood of appeals, there may be a reduction in business rate income volatility as a result. However, any new system will create additional risks to local government, in terms of its suitability and the transition to it. There would also be winners and losers (in terms of business rate payers) within any new approach, even with transitional arrangements. Where businesses do receive higher bills as a result, this may create problems in terms of their longer term viability, and therefore, for local authorities, the ability to collect the business rates.
- 6.15 At present the medium term financial forecast assumes that the reforms to both appeals and revaluation will be revenue neutral for the authority. However, developments will be closely monitored by officers to ensure any risks emerging are reflected appropriately within resource forecasts.

100% Business Rates Retention

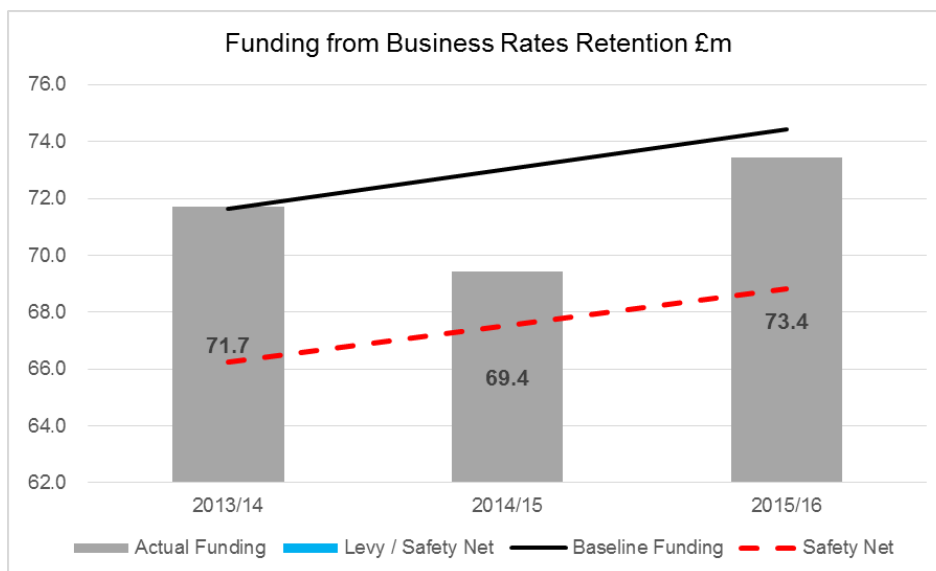
- 6.16 In July 2016, DCLG published the consultation paper “Self-sufficient local government: 100% Business Rates Retention”. This paper begins to deal with issues in transferring the remaining 50% of business rates income to local government; consulting on issues such as which existing funding streams will be withdrawn as a result of the move and how income will be split in multi-tier areas e.g. between the GLA and London Boroughs. It is still not known if 100% Business Rates Retention will be introduced in 2019/20 or 2020/21.
- 6.17 The paper invites views on the general principles involved in moving to the new system, rather than any technical specifics. As a consequence it is not possible to forecast the implications of this reform for Haringey. However, it would appear to be the intention of Government to make this change revenue neutral for local government and, where possible individual authorities. Whilst there will be still the possibility to lose (or to a lesser extent, gain) from this transfer, there is perhaps a greater potential for it to be close to revenue neutral, compared to other changes (i.e. revaluation or the Reset). As the main element will be a transfer of funding which is easier to objectively measure (at least initially), compared to the local implications of national policy change.
- 6.18 A second, more technical, consultation paper is planned and this should provide greater insight into how the new system might work.

- 6.19 The funding for the sector beyond 2020 (and therefore beyond Spending Review 2015 the final year of which is 2019/20) will still be a key component of the funding local authorities receive under 100% Business Rates Retention e.g. will the government assume for further reductions to Revenue Support Grant beyond 2019/20 and/or allow local authorities to retain the CPI increase on business rates applied after 2020.
- 6.20 Prior to the introduction of the full scheme the intention is for London to become a pilot area in 2018/19. This may involve retaining a higher share of business rates in exchange for the loss of existing funding streams e.g. Revenue Support Grant or the transfer of additional responsibilities. It is the intention of the Government that those participating in the pilot schemes should not be financially disadvantaged.
- 6.21 Given the lack of clear detail regarding 100% Business Rate Retention and the intention for it to be revenue neutral at both a local government and local authority level, Haringey has not adjusted its medium term projections for this change.

Business Rates Reset

- 6.22 Alongside the move to 100% Business Rates Retention, the target level of business rates that authorities need to collect (known as the Business Rates Baseline) is to be reset in 2020. This figure is key to individual authorities, because where a target is set too high they will receive a lower amount of business rates revenue than was originally allocated via the needs based funding formulae (although, there are resource gains to be made if it is set lower than anticipated business rates income).
- 6.23 If the methodology in determining the baseline is similar to that used in 2013/14 (for the current baseline), it will be based upon actual amounts collected in a specified number of prior years. This approach may be advantageous to Haringey as it has been below its baseline over the period 2013/14 to 2015/16 (as per the chart below) and therefore, all things being equal, it could expect to have the baseline reduced as part of this reset. This should provide it with a lower target amount to collect and therefore increase the chance of exceeding the future target and therefore receive higher revenue from business rates than the initial target allocation.

Table 3: Business Rates Retention Funding



- 6.24 Given the amount of risk and reward is likely to increase post 2020 (i.e. Haringey currently receives 30% of business rates retained and this is likely to increase), a lower business rates baseline is even more important than at present.

Fair Funding Review

- 6.25 The sources of the funding of the SFA allocations announced at the settlement are Revenue Support Grant and Business Rates (with the Revenue Support Grant being guaranteed and the Business Rates element being subject to local collection versus target). However, the actual SFA amounts are determined by historic needs assessment. The last time this assessment was undertaken was for the 2013/14 settlement. The government propose to update the needs assessment along a similar timeline to 100% Business Rates Retention (i.e. end of the parliament).
- 6.26 It is possible that authorities could gain or lose from this re-assessment of need. In particular for high population growth areas, such as the majority of authorities in London, how population figures are determined and updated will be crucial in determining future funding allocations. At present Haringey's forecasts are projecting the review will be revenue neutral, as the work is at a very early stage. It is also likely that even if changes do occur, there will be transitional arrangements that will delay / damp the impact. Officers will monitor developments of this review and update forecasts where appropriate.

New Homes Bonus

- 6.27 It was announced at the Provisional Local Government Settlement that the New Homes Bonus scheme will now continue indefinitely. However, the government propose to change the New Homes Bonus scheme from 2017/18 onwards. The table below compares the amount that they propose to allocate to New Homes Bonus for the following four years against what might have been expected. The table shows that the loss of funding, based on the 2016/17 in-year allocation of £293m being repeated in future years, is only £62m in 2017/18, but then jumps to £677m in 2018/19 and £773m by 2019/20.

Table 4: Comparison of New Homes Bonus forecast New Homes Bonus allocations 2016/17 to 2019/20

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|-------------------------------|---------|-------------|--------------|--------------|
| | £m | £m | £m | £m |
| Existing Forecast Allocations | 1,461 | 1,555 | 1,615 | 1,673 |
| New National Control Totals | 1,461 | 1,493 | 938 | 900 |
| Change in Funding | - | (62) | (677) | (773) |

- 6.28 In order to keep within the lower funding amounts the government suggested a number of changes to the scheme, including:
- Reduce the scheme from 6 to 4 years
 - Scale allocations to the national control totals (if they are exceeded)
 - Introduce a minimum level of growth before rewards are earned.

The outcome of the consultation is expected in December 2016. Haringey's current forecasts take into account the reduced value of the scheme and forecast local growth. However, these will be subject to change based on actual housing growth and the outcome of the consultation.

Summary

- 6.29 All of the above changes could have an impact on Haringey's future resources, depending on the final approach taken by Government to each of the reforms outlined. Whilst at this stage an assumption of revenue neutrality would appear reasonable, each of the elements will be monitored closely to ensure the medium term financial projection reflects likely future material variances. In addition to monitoring developments, officers will also be contributing to consultation papers, where appropriate, to try and influence the changes made in a positive way for the borough.

7 Funding assumptions for Haringey

- 7.1 At the time of writing the Council is waiting for the local government settlement announcement. Taking into account the uncertainties outlined above, the assumptions currently built into the proposed 5 year MTFS set out in this report are:-

Government funding

7.2 a) New Homes Bonus

This has been forecast in line with Greater London Authority (GLA) population projections, with scaling from 2018/19 onwards as per the national control totals.

b) Revenue Support Grant (RSG)

In 2019/20 the level of residual RSG for Haringey is £21.6m; for 2020/21 onwards it is expected that RSG will cease to exist as Business Rates are fully retained. It is expected, although not certain, that resource equalisation would be achieved through continuation of the top-up and tariff system within the Business Rate Retention Scheme. Our assumption therefore is that the increase in retained Business Rates will offset the loss of RSG.

RSG has therefore been forecast in line with the Spending Review 2015 information and is assumed to end in 2019/20, but after that will be matched by an equivalent increase in business rates.

c) Business rates

For business rates, it is assumed that the only growth will be due to inflation (using Retail Price Index up to 2019/20 and Consumer Price Index post 2019/20), adjusted for the loss of RSG from 2020/21 onwards. For the reset in 2020, Haringey's net Business Rate Retention income will be adjusted to reflect the RESET (i.e. it is above the NDR baseline at the moment, but will move to the baseline by 2020). A significant element of the Council's growth strategy is to increase business rates towards the end of the MTFS period (and thereafter), and the hope is that the HDV leads to this, however it is not yet clear what value this will deliver, so no growth has been incorporated at this time.

The overall assumptions in terms of government funding for the MTF5 period are that:-

- Haringey will not have a cut or increase in central government support post 2019/20;
- Haringey will maintain its rateable value;
- The revaluation in 2017 will be revenue neutral;
- 100% business rates reset in 2020 will be revenue neutral;
- Haringey will lose slightly from the 2020 reset, as it will set a higher target than currently (meaning a reduction in top up grant to offset the higher NDR income being collected historically).

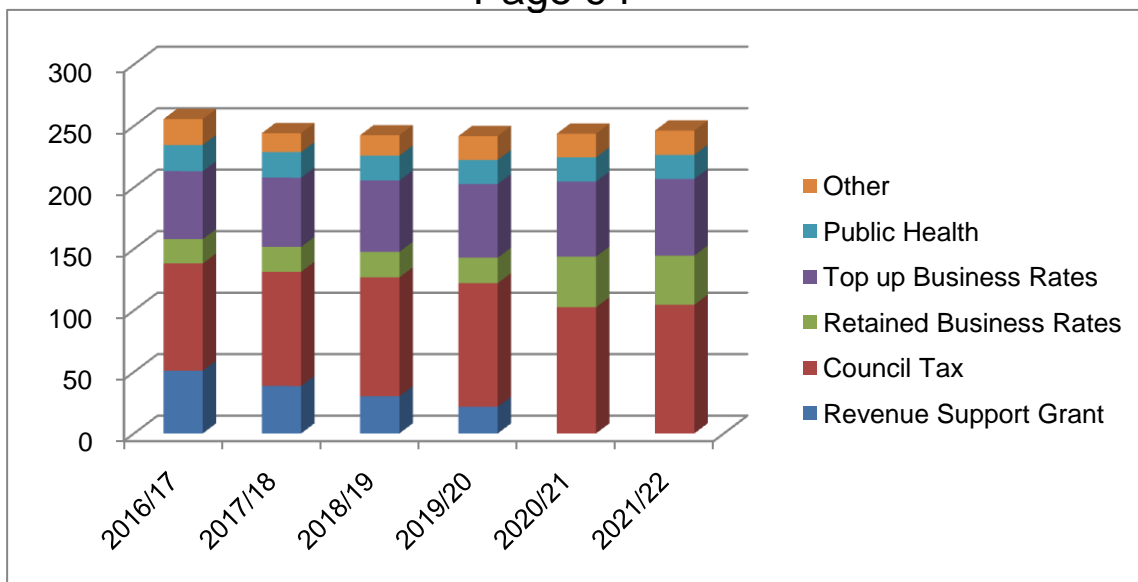
d) Core Grants

- Public Health - estimated reduction including 0 - 5 element.
- Forecast Actual S31 Payments - as per NNDR1.
- LACSEG (Department for Education Grant) - General Element will disappear from September 2017, and we have assumed that the allocation for the first 5 months is 5/12ths of £2.235m. The Retained Services element will go the school block of the DSG from 2017/18 and then into the new central block of the DSG from 1 April 2018. This transfer has been reflected in cash limit adjustments for Schools and Learning.
- Better Care Fund – no change

A summary of the funding is set out in Table 5 below.

Table 5: Summary of funding assumptions 2017/18-2021/22

| FUNDING ASSUMPTIONS | | | | | | |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Main funding | | | | | | |
| New Homes Bonus | 6,905 | 7,812 | 3,952 | 4,228 | 4,899 | 4,899 |
| Revenue Support Grant | 50,988 | 38,590 | 30,202 | 21,641 | 0 | 0 |
| Council Tax | 87,187 | 92,827 | 96,625 | 100,499 | 102,550 | 104,600 |
| Retained Business Rates | 19,828 | 20,227 | 20,824 | 20,758 | 41,188 | 39,953 |
| Top up Business Rates | 55,220 | 56,306 | 57,967 | 59,820 | 61,016 | 62,236 |
| Contribution from/(to) Reserves | 1,913 | -3,048 | 0 | 0 | 0 | 0 |
| | 222,041 | 212,713 | 209,569 | 206,944 | 209,652 | 211,689 |
| Public Health | 21,278 | 20,742 | 20,203 | 19,677 | 19,677 | 19,677 |
| Other core grants | 12,308 | 10,657 | 12,687 | 15,116 | 14,381 | 14,895 |
| TOTAL FUNDING | 255,627 | 244,112 | 242,459 | 241,738 | 243,711 | 246,262 |
| | | | | | | |
| Change year on year | | -11,516 | -1,652 | -722 | 1,973 | 2,551 |



The latest funding announcement is expected in December and an update will be provided for this committee.

Council Tax

- 7.3 The latest position on council tax income for 2016/17 is that taxbase increases during the year will result in an additional £2.3m of income. This forecast has been used as the base position for the MTFS.

Table 6: Improved Council Tax position for 2016/17

| | 2016/17 Original £000 | 2016/17 Forecast £000 |
|--------------------------------------|--------------------------------------|--------------------------------------|
| Taxbase for year | 75,973 | 77,605 |
| Collection Rate | 95.00% | 95.5% |
| Taxbase after collection rate | 72,175 | 74,113 |
| Council Tax increase | 0% | 0% |
| Social Care precept | 2% | 2% |
| Band D rate | 1,208.01 | 1,208.01 |
| Council Tax Yield | 87,188 | 89,529 |
| Change | | 2,341 |

- 7.4 Key assumptions in the MTFS are that:-

- Members will continue the policy of freezing council tax up until 2018/19, in line with this administration's manifesto commitment;
- The 2% social care precept will continue for the next three years;
- The taxbase is assumed to grow in line with GLA housing projections;
- The collection rate will be 95.5%.

The resulting projections for council tax income are set out in Table 7 below.

Table 7: Council Tax assumptions 2017/18-2021/22

| COUNCIL TAX ASSUMPTIONS | | | | | | |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | 2021/22 £000 |
| Taxbase | | 77,605 | 78,916 | 80,595 | 82,274 | 83,953 |
| Taxbase change | | 1.7% | 2.1% | 2.1% | 2.0% | 2.0% |
| Taxbase for year | 77,605 | 78,916 | 80,595 | 82,274 | 83,953 | 85,632 |
| Collection Rate | 95.5% | 95.5% | 95.5% | 95.5% | 95.5% | 95.5% |
| Taxbase after collection rate | 74,113 | 75,365 | 76,968 | 78,572 | 80,175 | 81,779 |
| Council Tax increase | 0% | 0% | 0% | 0% | 0% | 0% |
| Social Care precept | 2% | 2% | 2% | 2% | 0% | 0% |
| Band D rate | 1,208.01 | 1,231.70 | 1,255.38 | 1,279.07 | 1,279.07 | 1,279.07 |
| Council Tax Yield | 89,529 | 92,827 | 96,625 | 100,499 | 102,550 | 104,600 |
| Change year on year | | 3,298 | 3,798 | 3,874 | 2,051 | 2,051 |

New responsibilities

- 7.5 No new transfers of responsibilities to or from local authorities have been assumed in the MTFs at this stage. However the proposed Homelessness Reduction Bill will mean new statutory duties to prevent homelessness, including a requirement to make short-term accommodation provision available for those not currently in priority need.

8 Expenditure assumptions and budget gap

2016/17 Financial Performance – Operating

- 8.1 2016/17 has been a very difficult year for the Council. We commenced the year with significant financial pressures as a result of demand-led activity.
- 8.2 At Period 6/Quarter 2 (September 2016) the Council is projecting a full-year deficit of £22m. This is an improvement of £0.8m from the Period 5 position of £22.8m reported to Cabinet in October 2016. We are actively planning and managing for a reduced bottom-line impact at year-end. We have also previously built a reserves position that will allow us to cushion the impact of these challenging financial times.
- 8.3 Of the overspend, a significant proportion resides in the areas which continue to face increasing demand pressures: Adults (£12.5m), Children's (£5.2m) and Temporary Accommodation (£7.4m), mitigated by some reductions elsewhere in the budget corporate Revenue budgets.
- 8.4 The increase in demand and therefore the cost for the Council's acute services is outstripping actions being taken to manage costs down and generate income. The increases in demand have been so significant that they have outstripped our ability to make comparable savings.
- 8.5 In order to manage the in-year risks, targeted action is being taken to address the overspend. To manage the financial position, a number of spend reduction mechanisms have been introduced across the organisation:

- Increased pace on restructures;
 - Enforced agency and interim staff leave;
 - Further reduction of agency and interim staff;
 - Not filling vacant posts;
 - Blocking spend categories to prevent purchases of non business critical items;
 - Assistant Directors signing off all purchases; and
 - A further round of Voluntary Redundancies during October
- 8.6 The implementation and impact of these mechanisms are being managed through a Savings Steering Group chaired by the Leader, with the Cabinet Member for Finance, Chief Executive and Chief Operating Officer.
- 8.7 This is supported by our planned programmes of transformation being driven at pace. There are positive movements in most of the Council's budgets in recent months which is a continuing sign that the spending restrictions across the Council are having a positive impact.
- 8.8 Our concerted efforts of transformation and change will mean that we will set a balanced budget for the 2016/17 financial year, with the use of General Fund Reserves.

2016/17 Financial Performance – Capital

- 8.9 The approved capital budget is £198m. A significant challenge exercise was undertaken for Period 6/Quarter 2 to ensure that business cases and delivery programmes for each scheme are robust, and that future year expenditure profiles accurately reflect expected progress in each case. There will be another programme challenge process for Quarter 3 (December 2016).
- 8.10 This challenge has facilitated the identification of an overall positive variance to budget of £52.4m comprising of project slippage (£46.3m) and under spend (£6.1m).
- 8.11 The major variances reside in the following Priorities:

Priority 4 [Employment and Growth], (£23.5m underspend against a £60.5m budget):

- Slippage at Wards Corner where the Compulsory Purchase Order is now expected to be executed next year (£8.4m);
- Bruce Grove station forecourt (£0.4m) and the White Hart Lane improvements (£1.8m), amended to align with TfL activity;
- Six month delay at the Council's Marsh Lane Depot development (£6.0m) which will have a knock on effect to the demolition and relocation at the Ashley Road site and CCTV upgrades;
- Re-profile of expenditure at the Tottenham Green Spaces, Streets and Heritage programmes (£2.3m);
- High Road West business acquisitions this year include Jones Baker and the British Queens site (£1.55m slippage);
- The Opportunity Investment Fund will not be fully utilised this year (roll forward £1.1m);
- Alexandra Palace West Yard project has been re-profiled (£2.0m) to reflect the agreed delivery schedule.

Priority 6 [Enabling] – (£6.5 under spend against a £14.7m budget)

- The Business Improvement (£3.0m) and the Corporate IT (£1.0m) programmes comprise the largest areas of under spend, with the balance being project re-profiling, including Libraries and Customer Services.

Housing Revenue Account (HRA) – (£16.1m under spend against a £83.8m budget)

- Significant re-profiling of the leaseholder buy-backs (£6.2m) due to the phased nature of leaseholder acquisitions taking into account the support that needs to be given for relocation;
- The HRA stock acquisition programme (£3.6m) is currently forecast to under spend but the programme has now passed to Homes for Haringey to deliver and there may be a revised forecast for Quarter 3;
- The Homes for Haringey managed programme (budget £58.4m) has a potential under spend (£2.0m) as well as programme slippage (£4.3m).

Savings assumed in the previous MTFS

- 8.12 In the previous MTFS (2014/15-2017/18), savings of £24,163k were assumed for 2017/18 based on the proposals agreed at that stage. However, during 2016/17 it has become apparent that many of those savings are not being delivered as planned. For the purposes of this revised MTFS, the assumption is that where savings have been flagged as being at risk in 2016/17 then these will not be achieved in 2017/18. In total £22,197k of these savings have been taken out of the planned 2017/18 budget. Details of at risk savings have been reported to Cabinet in November.

Demand pressures

- 8.13 As outlined above the cost of providing support to our vulnerable residents has increased dramatically during 2016/17, and the assumptions underpinning the estimated increases built into the MTFS for adult and children social care and for temporary accommodation are set out in this section. For each of these an extensive exercise has been carried out to assess the levels of activity that have been driving costs as well as reviewing past experience of changes in client numbers and costs, and comparisons with the position for our statistical local authority neighbours. The additional demand amounts for the three areas for 2017/18 are:

- Temporary Accommodation: £7.133m
- Adults Social Care: £11.889m
- Children's Social Care: £2.604m

8.13.1 Temporary accommodation

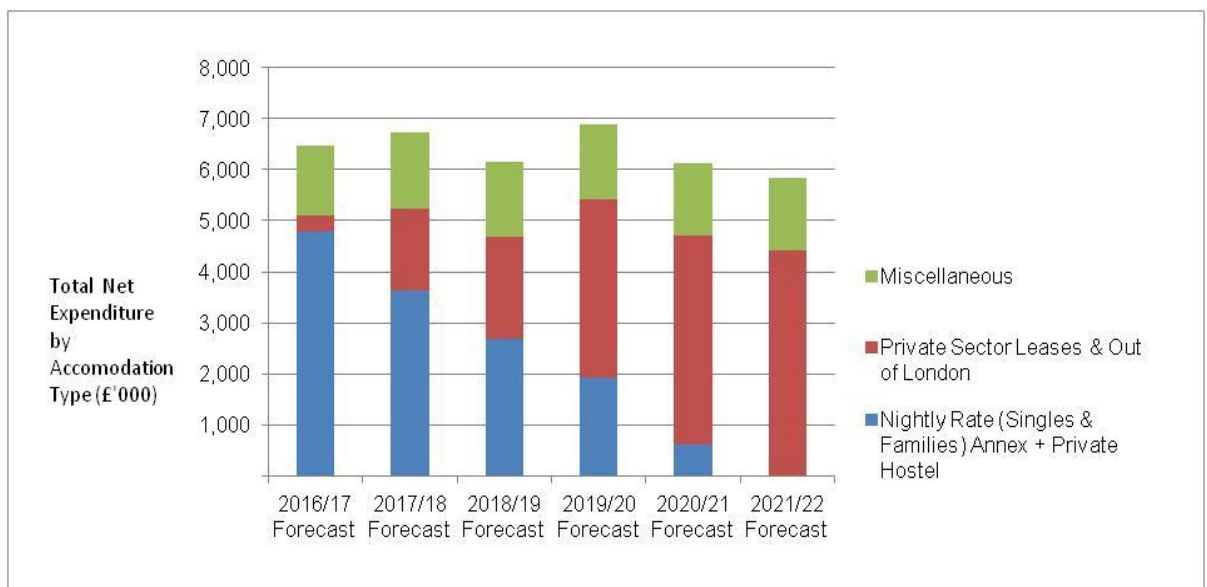
The Temporary Accommodation budget pressure is a result of 2 main issues:

- a small but steady increase in the number of households living in temporary accommodation as access to supply to discharge our homelessness duty has reduced (12% fall year on year of available social lets and a buoyant private sector market, which has made it more difficult to secure lets);
- a changing temporary accommodation portfolio which is seeing a reduction in leased accommodation which had previously achieved a surplus and a significant increase in expensive nightly rated emergency accommodation.

The overspend in 2016/17 has previously been reported to Cabinet. A comprehensive plan is in place that aims to reduce both temporary accommodation numbers and costs. The number of homelessness preventions are increasing and we are on course for an increased number of private sector lets compared to last year (250 rather than 176) but despite this the net increase in temporary accommodation has continued – overall fewer households are entering temporary accommodation but even fewer are leaving. As a result a key part of the plan is to develop initiatives that will reduce the expenditure on temporary accommodation, including the conversion of Council owned buildings into shared facility hostels (the first, Broadwater Lodge, is due to open in January 2017), and securing temporary accommodation out of London following the approval of the temporary accommodation Placements Policy at Cabinet in October.

The graph below shows the change in mix of supply over the period of the MTFS which is anticipated to ensure costs are contained within the £7.133m budget increase for 2017/18 (and subsequent minor adjustments for the following four years).

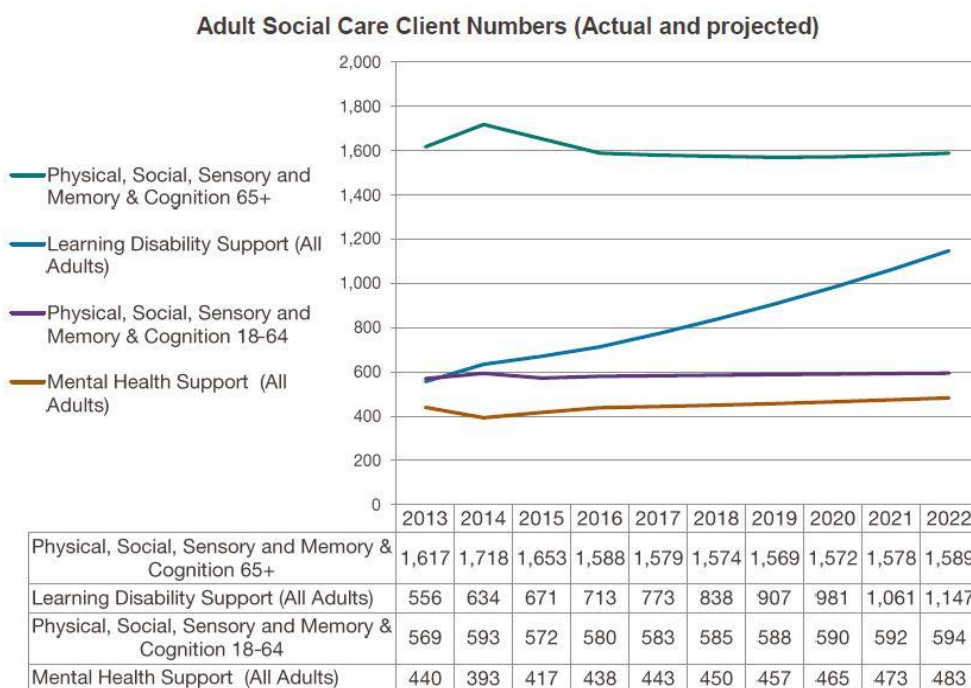
Table 8: Temporary Accommodation expenditure forecasts



8.13.2 Adult Social Care

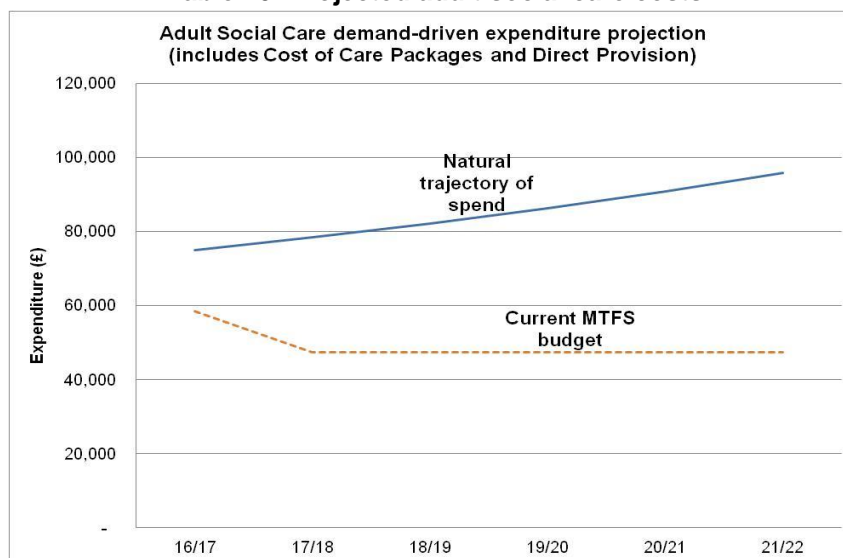
The key cost drivers are the number, cost and duration of packages of care for individual clients. The actual and forecast numbers of clients in the main categories of need are set out in the table below. These figures take account of the likely level of cases which would be expected to cease. Physical, Social, Sensory and Memory and Cognition client numbers are likely to be broadly stable up to 2022. Mental Health is expected to rise modestly by an average of 1.5% per year (45 clients or 10% by 2022). Learning Disabilities, however, is expected to rise by an average of 8% per year (434 clients or 60% by 2022).

Table 9: Projected adult social care client numbers



These numbers have been translated into a financial forecast which averages an increase of 4% cost increase each year as set out in the table below.

Table 10: Projected adult social care costs



The gap between the natural trajectory and the budget for 2017/18 is around £29m and this can only be achieved by either reducing the level of spend or increasing the amount of budget. The revised MTFS works on the basis that there are already savings measures as part of existing plans which can reduce the natural trajectory spend by £9m, and that after taking into account the passporting of the Adult Social Care precept and adjusting for previously agreed savings that have been added back to the base, the amount required to fund the gap for adult social care demand in 2017/18 is £11.889m. The same principles apply for future years.

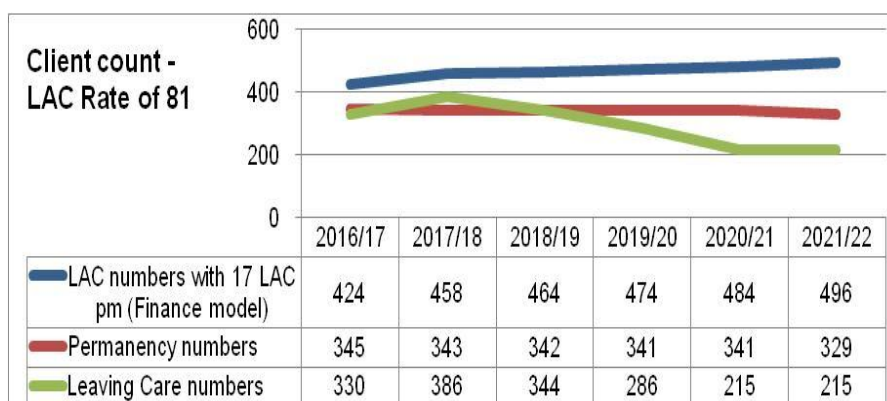
8.13.3 Children’s Social Care

The key cost drivers are the costs of provision for looked after children, permanency cases (special guardianship and adoption) and care leavers. These costs are net of

any specific government grants for support for asylum seekers or contributions from health or education partners. A local model had been developed, which started with the cohort of existing placements, identified what the future pathways were expected to be for those children, then considered the number of new cases and leavers at prevailing costs.

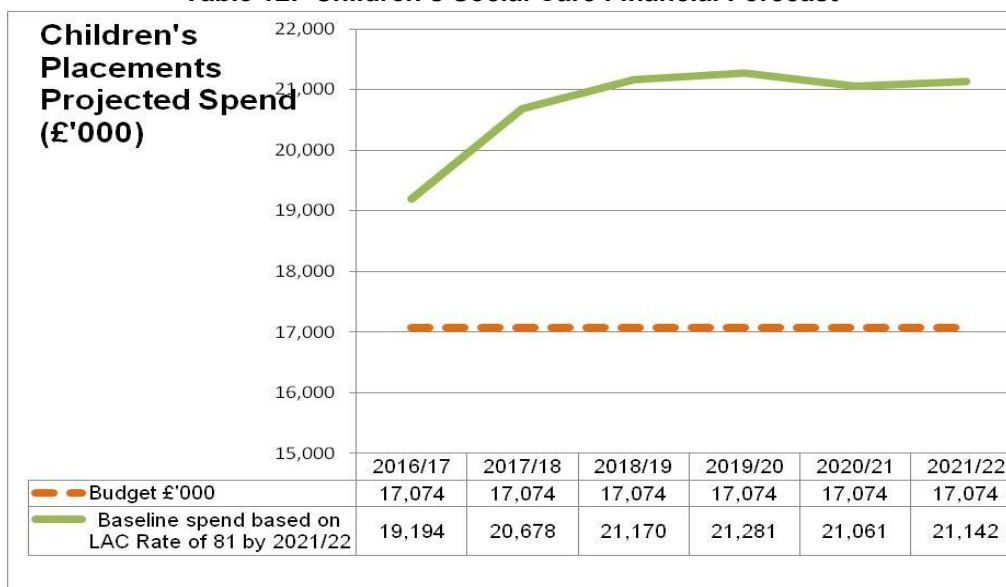
The current Looked After Children (LAC) rate per 10,000 is 72, assuming a future stable rate of 76-81 (in line with Statistical Neighbour trends), we will continue to have a significant budget pressure. For Looked After Children the assumption has been 17 new cases per month (consistent with the rate of new admissions during 2015/16, to get to a rate of 81 LAC per 10,000 population by 2021/22). This would be the level if there were no savings initiatives being pursued. For permanency cases, the assumption is that current rates of cases moving from LAC to special guardianship/adoption will continue. For Care Leavers, new cases will predominantly be LAC who reach the age of 18, plus some cases which arise through homelessness or eligible young people returning to seek support from the service. Table 11 overleaf reflects the profile of cases for each of these client groups.

Table 11: Children’s Social Care Client Numbers Forecast



The financial impact of these client numbers is set out in Table 12. It suggests that the prevailing level of spend would rise by 10% by 2020/21, an average increase of 2% per year. The main increase, however, would be expected to be in the first couple of years, then the expected spend would plateau.

Table 12: Children’s Social Care Financial Forecast



The MTFS demand figure for Children's Social Care Placements is an additional £2.604m for 2017/18. The extra £2.604m is the amount of additional budget required, after taking account of the base budget, the planned MTFS savings for 2017/18 and that element of the placements budget that is undeliverable.

Other expenditure pressures over the next 5 years

8.14 In Non Service Revenue budget provision has been made for the following:-

- An estimated £2m is required in 2017/18 as an additional employer's contribution to the pension fund following the triennial revaluation. The working assumption is that a further £2m will be required following the next revaluation (ie in 2020/21).
- Levies:
 - a) £385k for a new Apprenticeship Levy which comes into effect on 1st April 2017. This is a levy on all employers whose payroll exceeds £3m and is charged at 0.5% of the pay bill.
 - b) £1,335k increase in the North London Waste Authority levy.
 - c) 2% increase has been assumed on all other levies (eg the Environment Agency).

Additional savings/income

8.15 Where savings and/or increased income have already been identified these have been incorporated into the MTFS. Significant items include:-

- £6m reduction in Minimum Revenue Provision to be achieved via a fundamental review of current provision and a change in accounting policy.
- 1.5% increases in fees and charges (see Section 12 below)

Budget Strategy

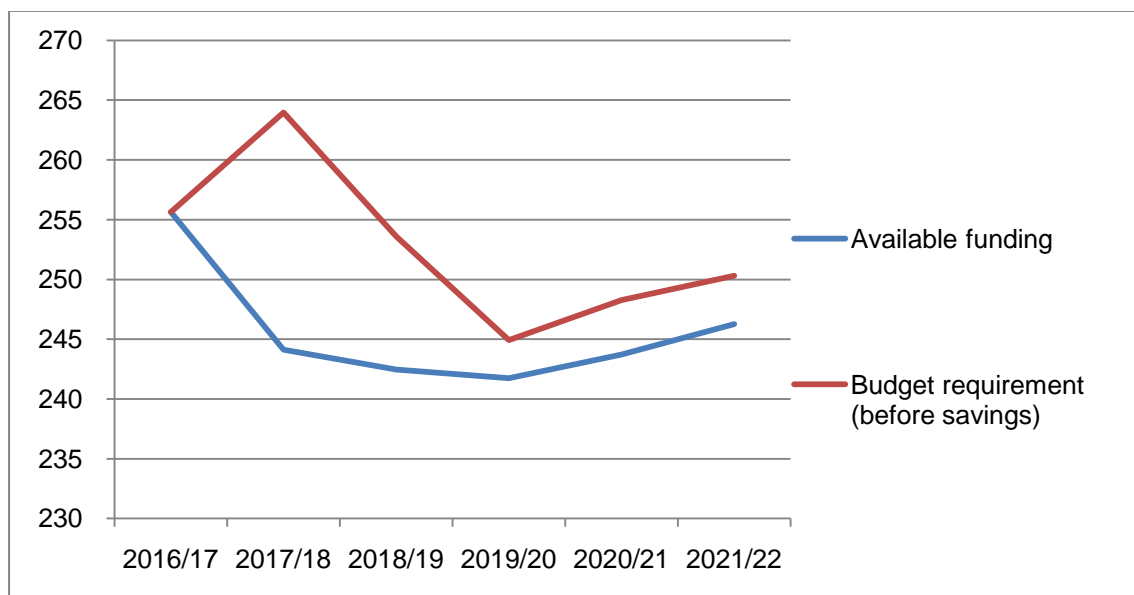
8.16 After taking into account the funding and expenditure assumptions outlined above, the overall position is a budget gap in each of the years covered by the MTFS.

Table 13: Summary expenditure 2017/18-2021/22

| EXPENDITURE ASSUMPTIONS | | | | | | |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Budget requirement b/f | | 255,627 | 253,967 | 243,602 | 244,913 | 248,284 |
| Unavoidable growth | | 26,626 | 1,948 | 1,072 | 2,136 | 746 |
| Original MTFS year 3 savings | | -24,163 | -450 | 0 | 0 | 0 |
| Original savings not achievable | | 22,197 | 0 | 0 | 0 | 0 |
| Additional savings | | -18,800 | -1,000 | -500 | 0 | 0 |
| New investment | | 4,383 | 537 | 624 | 1,639 | 1,379 |
| Additional income | | -2,454 | -1,022 | -2,022 | -2,022 | -23 |
| Other adjustments | | 551 | -379 | 2,137 | 1,618 | -72 |
| Budget requirement | 255,627 | 263,967 | 253,602 | 244,913 | 248,284 | 250,314 |
| Available funding | - | - | - | - | - | - |
| | 255,627 | 244,112 | 242,459 | 241,738 | 243,711 | 246,262 |
| GAP | -0 | 19,856 | 11,143 | 3,175 | 4,573 | 4,053 |

The key issue for Haringey is how to address 2017/18 and 2018/19 where there is a substantial budget gap before funding and expenditure become more closely aligned. This is best shown graphically as in Table 14 below:-

Table 14: Projected gap between funding and expenditure projections



8.17 The scale of the gap in 2017/18 (£20m) is such that it is not possible to make sufficient savings to bridge the gap in one year, and therefore the strategy has been to smooth the savings over the MTFs period through the use of reserves. The challenge is to achieve this via:

- Balancing the need to maintain our focus on transformation in high demand priorities with acknowledgement of the growing pressures in those areas
- Ensuring the proportion of total budget committed to those high demand areas is in line with appropriate benchmarks
- Ensuring an appropriate balance between the proportion of the gap apportioned to delivery of priorities and to growth
- Providing an element of cushioning for non-essential but important services

8.18 The £20m savings targets were prioritised against the following areas:

- Increased income generation (either through new areas, old areas or debt): £2.5m
- Non-essential but important universal services (principally environment areas): £1.5m
- Back office functions: £8m
- Regeneration, Housing and Planning (non-growth): £0.5m
- Adults: £4.5m
- Children's: £3m

8.19 The £20m savings target is designed to bridge the funding gap for the first two years of the MTFs – see table overleaf.

Table 15: Bridging the budget gap – saving requirement

| EXPENDITURE ASSUMPTIONS | | | | | | |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | 2021/22 £000 |
| Budget requirement | 255,627 | 263,967 | 253,602 | 244,913 | 248,284 | 250,314 |
| Available funding | 255,627 | 244,112 | 242,459 | 241,738 | 243,711 | 246,262 |
| GAP | -0 | 19,856 | 11,143 | 3,175 | 4,573 | 4,053 |
| Savings targets | | -10,000 | -10,000 | 0 | 0 | 0 |
| GAP after savings targets | | 9,856 | 1,143 | 3,175 | 4,573 | 4,053 |

8.20 Savings in excess of the £20m required to balance the budget for the first two years of the MTFs period have been developed. These are set out in detail for consideration in the next section. At this stage there is insufficient clarity around 2019/20-2021/22 to make decisions about further cuts, and the residual budget gap for those years will be addressed once the longer term government funding and local resources have been firmed up. Additionally the next administration will review council tax rates.

8.21 The process to refine the variables set out in this report will continue until the final budget report in February.

9 Savings proposals 2017/18-2021/22

9.1 Officers have developed savings proposals in order to address the budget gap, and each is supported by a document describing the action/outcome, highlighting the value of the saving, the impact on workforce numbers, and setting out the associated risks and assumptions. Higher value proposals (those over £1m) are supported by a full business case.

9.2 Table 16 below sets out the proposed savings. The individual proposals are attached at Appendix A.

Table 16: Summary of savings proposals

| Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|
| P1 - Childrens (Enable every child to have the best start in life, with high quality Education) | 2,762 | 1,748 | 310 | - | - | 4,820 |
| P2 - Adults (Empower all adults to live healthy, long and fulfilling lives) | 2,411 | 3,137 | 84 | - | - | 5,632 |
| P3 - A clean and safe borough where people are proud to live | 1,685 | 2,580 | 150 | - | - | 4,415 |
| P4 - Drive growth and employment from which everyone can benefit | 503 | - | - | - | - | 503 |
| P5 - Create homes and communities where people choose to live and are able to thrive | - | - | - | - | - | - |
| PX - Enabling | 2,798 | 551 | 3,400 | 1,500 | 20 | 8,269 |
| Total | 10,159 | 8,016 | 3,944 | 1,500 | 20 | 23,639 |

Note that where there are costs relating to savings proposals these have been netted off the savings figures shown above.

- 9.3 These proposals are being put forward for consideration and in principle agreement, and will be further refined over the next few weeks. Specifically the immediate challenge is to review the scope to bring forward the implementation timeframes in order to achieve £20m of savings into the 2017/18-2018/19 period and/or to review the scope for identifying further savings for 2017/18-2018/19 to bridge the gap for those years.

10 Summary Revenue Budget Position 2017/18-2021/22

- 10.1 The summary revenue budget position over the 5 year period is show in the table below:-

Table 17: Summary of proposed budgets

| PROPOSED MTFS | | | | | | |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | £0 | £0 | £0 | £0 | £0 | £0 |
| Services | | | | | | |
| Priority 1 | 48,301 | 45,582 | 42,903 | 42,704 | 42,484 | 42,565 |
| Priority 2 | 92,783 | 97,447 | 98,239 | 100,368 | 103,624 | 107,261 |
| Priority 3 | 26,325 | 21,988 | 17,158 | 15,008 | 13,008 | 13,008 |
| Priority 4 | 17,355 | 16,493 | 16,493 | 17,215 | 16,468 | 16,159 |
| Priority 5 | 3,881 | 9,207 | 8,184 | 8,184 | 8,184 | 8,184 |
| Priority X | 34,392 | 29,340 | 28,534 | 24,309 | 22,809 | 22,789 |
| Total services | 223,037 | 220,057 | 211,511 | 207,789 | 206,577 | 209,967 |

- 10.2 A summary showing how the budget movements affect key services is set out in Table 18 below:

Table 18: Proportionality of priority budgets

| | 2016/17 | Share | All | | Share | All | | Share | Net | 2018/19 |
|-----------------------|----------------|---------------|--------------|----------------|--------------|--------------|----------------|----------------|---------------|-------------------|
| | £'000 | of | other | 2017/18 | of | other | 2018/19 | of new | change | proportion |
| | | £10m | adjs | £'000 | £10m | adjs | £'000 | savings | %age | of total |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | %age | %age | budget |
| Services | | | | | | | | | | |
| Priority 1 | 48,301 | -2,762 | 43 | 45,582 | 1,748 | -931 | 42,903 | 23% | -11% | 17% |
| Priority 2 | 92,783 | -2,411 | 7,075 | 97,447 | 3,137 | 3,929 | 98,239 | 28% | 6% | 40% |
| Priority 3 | 26,325 | -1,685 | 2,652 | 21,988 | 2,580 | 2,250 | 17,158 | 21% | -35% | 7% |
| Priority 4 | 17,355 | -503 | -359 | 16,493 | 0 | 0 | 16,493 | 3% | -5% | 7% |
| Priority 5 | 3,881 | 0 | 5,326 | 9,207 | 0 | 1,023 | 8,184 | 0% | 111% | 3% |
| Priority X | 34,392 | -2,798 | 2,254 | 29,340 | -551 | -255 | 28,534 | 17% | -17% | 12% |
| Total services | 223,037 | 10,159 | 7,179 | 220,057 | 8,016 | -530 | 211,511 | 100% | -5% | 86% |
| NSR | 32,590 | 0 | 1,162 | 33,752 | 0 | 164 | 33,916 | 0% | 4% | 14% |
| BUDGET | 255,627 | 10,159 | 8,341 | 253,809 | 8,016 | -366 | 245,427 | 100% | -4% | 100% |

11 Consultation and Scrutiny

- 11.1 A pre-budget consultation exercise with the public, businesses and the Council's partners, consisting of a series of events and activities during October and November 2016, has been undertaken in order to involve the public, businesses and partners at the earliest possible stage in future decision-making.
- 11.2 The feedback process highlighted that there was a solid understanding of austerity and the funding challenges local authorities face. Conversation at our drop-in events showed that the public found it incredibly difficult to prioritise just five of the most important. A few people were unwilling to participate in the survey based on this. This view was also echoed in some of the comments received from the survey responses.
- 11.3 When asked to identify 5 things of the that are most important (Q3) - Children and Families services made up the top three slots in the top five priorities – with **School improvement** seen as the top priority in terms of things that the borough should strive for, closely followed by **Early help and prevention** and **family support and safeguarding**. Also making the top five of people's priorities were **Parks**, with 29%, closely followed by **Maintaining Independence** under Adults Social care with 27% of respondents opting for this.
- 11.4 At the end of the 'most important' spectrum was **Sports development** with just 5% of respondents considering it a priority. This resonated with findings for the question of least important with **Sports development** marginally topping the 'less important' list with 36% of respondents opting for this service, this was closely followed by **Promoting healthy lifestyles** with 34% of respondents choosing this.
- 11.5 Full details of the process and the findings are attached at Appendix 3.
- 11.6 A further formal consultation will be started after this meeting, and feedback received will be analysed and provided to Overview and Scrutiny Committee in January.
- 11.7 Statutory consultation with businesses will also take place in January and any feedback will be incorporated before final decisions are taken in February.
- 11.8 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Overview and Scrutiny Panels and Committee during December/January on a priority themed basis. The Overview and Scrutiny Committee will then meet in January 2017 to finalise its recommendations on the budget package to be reported to the Cabinet in February.

12 Fees and Charges

- 12.1 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Regulatory Committee where it is a requirement that they are considered and approved outside of the Executive.

- 12.2 Separate reports will be considered in February 2017 by the Cabinet and in January 2017 by the Regulatory Committee which will bring together those areas where fees and charges apply; the assumption is the MTF5 is that an increase of 1.5% will be made as a minimum. Where there is a service proposal to raise them at a rate other than a simple inflationary increase this will be highlighted for specific approval, including where this has already been included as a saving proposal.

13 Review of assumptions and risks 2017/18-2021/22

- 13.1 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget – and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2017.

- 13.2 The main uncertainties and risks identified to date which will impact on the Council's budget are:-

- Funding assumptions are subject to the local government settlement (early Dec), and therefore there may be changes.
- Move to Council Tax and Business Rates as the main funding driver exposes the Council to risks such as collection rates, adverse changes in the size of the taxbase and negative cashflows.
- The Council's Transformational Programmes do not deliver the required savings, do not deliver savings quickly enough, or are counteracted by demographic trends particularly in critical areas such as Children's and Adults Social Care and Temporary Accommodation.
- Increases in national minimum wage (NMW) and London living allowance (LLA) which will particularly affect care providers and Direct Payment rates and may drive up prices.
- Any deterioration in the forecast 2016/17 position, including the risk that the measures put in place to reduce spending (such as the current voluntary severance exercise) do not deliver.
- Changes in Non Service Resources budgets over the next few months – for example the amounts provided for levies are currently based on estimates.
- General population increases are expected over the next 5 years and any associated growth in demand - other than specifically allowed for – may lead to financial pressure.
- The need to balance revenue and capital priorities to ensure the most appropriate use of available resources.

- 13.3 Other risks which we are aware of that may impact on the Council's budgets:-

- National economic uncertainty, including economic stability, inflationary pressures, etc including any factors relating to Brexit.
- Housing Benefit admin fee may end during the period of the MTF5.
- The impact of changes in legislation – for example the Homelessness Reduction Bill. Further information about the potential impact is likely to be available in January.
- The impact of inflation pressures above current assumptions (eg energy costs which are currently estimated at around 13% increase for 2017/18,

and potential business rates increases on Council properties following the 2017 revaluation).

- Ability to work collaboratively with a number of partner organisations – for example on shared services.
- Impact of NHS Sustainable Transformation Plans (STPs) may result in a transfer of costs.
- Possible increase in Coroner's budget if plans to move to a national pay evaluation linked to the Judiciary go ahead. Additional pressure may arise from the provision of support to further Syrian refugees.
- Ability to implement savings. All savings have been risk assessed for ease of delivery and a summary risk assessment is as follows:-

Table 19: Summary risk assessment

| Risk rating | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's |
|--------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| Green | 6,711 | 1,431 | 150 | - | 20 | 8,312 |
| Amber | 3,198 | 4,913 | 3,794 | 1,500 | - | 13,405 |
| Red | 250 | 1,672 | - | - | - | 1,922 |
| Total | 10,159 | 8,016 | 3,944 | 1,500 | 20 | 23,639 |

13.4 Each of these and any further emerging issues will be considered and assessed over the next two months and reflected in the final version of the MTFS in February 2017 where appropriate.

14 The Council's Capital Strategy and Capital Programme 2017/18-2021/22

14.1 The Council is one year (2016/17) into a ten year council wide Capital Strategy, introduced to the Cabinet in December 2015 and approved in June 2016. This strategy has been developed to ensure that the Council takes a longer-term view of the assets required to deliver its Corporate Plan priorities and support its Medium Term Financial Strategy (MTFS).

14.2 The Council's Capital Strategy is ambitious for regeneration and growth that will deliver a range of improved outcomes for its residents. Also, it aims to secure stability for financial planning purposes as Government support reduces and the Council becomes more reliant on locally determined sources of funding such as Council Tax and Business Rates.

14.3 The MTFS capital programme funding assumes a mix of capital receipts, grant funding and prudential borrowing. Borrowing has an on-going impact on the Council's revenue budget and must be affordable. Such borrowing is closely controlled by legislation defined under the Prudential Code for Capital Expenditure and monitored through Treasury Management reporting. To the extent that capital receipts and grant do not meet the cost of the capital programme, there are two main options for borrowing:

- Temporary borrowing, pending the realisation of future capital receipts, providing that there is certainty over the amount and timing of the receipt;
- Prudential borrowing on an on-going basis to finance that capital expenditure that cannot be met from capital receipts.

- 14.4 In the context of the MTFS this means that the cost of any additional borrowing is an additional pressure which must, therefore, be matched by additional savings to deliver a balanced budget.
- 14.5 At Appendix 4, is the Council's 10-year General Fund capital programme as approved by Cabinet in June 2016 with a value of £520.7m and including the roll forward request from 2015/16 of £14.0m giving an approved total of £534.7m.
- 14.6 The table below reflects the revised delivery assumptions of the capital over the Council's 5-year MTFS period and net borrowing requirement. This includes assumptions around delivery bias within the original programme timing and approved in-year budget changes.

Table 20 – Capital Proposals and principal Funding Sources

| Capital Programme, 5 year | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | Total |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| MTFS overview | £,000 | £,000 | £,000 | £,000 | £,000 | £,000 |
| Re-profiled Expenditure | 78,122 | 64,981 | 67,732 | 46,338 | 43,754 | 300,927 |
| Funding | | | | | | |
| Grants & Contributions | 39,489 | 27,168 | 31,839 | 28,939 | 34,911 | 162,347 |
| Capital Receipts GF | 12,610 | 800 | 3,663 | 3,663 | 3,663 | 24,398 |
| Use of Reserves | 1,409 | 1,272 | 1,129 | 978 | - | 4,788 |
| New Borrowing Requirement | 24,614 | 35,740 | 31,101 | 12,758 | 5,180 | 109,394 |
| Cost of Borrowing | | | | | | |
| <i>Interest on new borrowing</i> | <i>(1,190)</i> | <i>(1,769)</i> | <i>(2,488)</i> | <i>(2,980)</i> | <i>(3,191)</i> | <i>(11,618)</i> |
| <i>MRP on new borrowing</i> | <i>(1,550)</i> | <i>(2,319)</i> | <i>(3,433)</i> | <i>(4,355)</i> | <i>(4,635)</i> | <i>(16,292)</i> |
| <i>Cost of New borrowing</i> | <i>(2,740)</i> | <i>(4,087)</i> | <i>(5,921)</i> | <i>(7,335)</i> | <i>(7,826)</i> | <i>(27,910)</i> |

- 14.7 The main capital financing elements of the £300.9m 5-year programme are Grants at £102.2m (34%), Developer contributions at £60.1m (20%) Capital Receipts £24.4m (8%) and PFI reserve £4.8m (2%) the balance of £109.4m (36%) would need to be borrowed.
- 14.8 For any borrowing undertaken the Council is required to set aside sufficient revenue resources to fund a Minimum Revenue Provision (MRP) and interest on the cost of servicing any debt in order to comply with the Prudential Code. However, the Code only provides a framework for determining the prudent amount required for the MRP and the Section 151 Officer has discretion to consider the adequacy of the provision.

MTFS Affordability and Governance

- 14.9 The Section 151 Officer is currently reviewing the Council's MRP provision including that required to fund the additional borrowing requirements as highlighted in the table above.

- 14.10 Members consider annually, as part of the Treasury Management Strategy, a number of prudential indicators which are largely concerned with ensuring the affordability of capital expenditure decisions. This strategy also includes the Council's MRP policy statement.
- 14.11 Any proposed revisions to the current policy statement arising from the Section 151 Officer's review will be presented to the Council's appropriate Committees for agreement prior to submission to Full Council for approval.

Other considerations

- 14.12 As with any longer term strategy, there is a need to undertake regular reviews of detailed action plans to take account of changing circumstances.
- 14.13 There is likely to be a need to revise the capital programme, subject to appropriate approvals, to take account of changes to existing schemes or to fund new schemes and in particular to take advantage of additional external funding or capital receipts.
- 14.14 The Council's regeneration projects are likely to have further impacts on the Council's capital programme, particularly the Haringey Development Vehicle (HDV) and High Road West projects which are still subject to final selection of the successful bidder.
- 14.15 The current capital programme contains provision for funding certain elements of the proposed schemes but these may need to be revised as the regeneration projections progress.

15 HRA Capital Programme 2017/18-2021/22

- 15.1 The proposed HRA capital programme is being developed, taking into account both the resources available and the new Affordable Homes standard. It will be submitted to Cabinet in February 2017 as part of the finalisation of the Council rent review.

16 Housing Rent increases

- 16.1 The Council is required to comply with section 23 of the Welfare Reform and Work Act 2016 by reducing tenants' rents (excluding service charges) by 1% every year for four years starting from 1 April 2016.
- 16.2 Although the Act does not say how the reduction should be implemented, (it could be by a 1% reduction from the beginning of a year or a larger reduction later in the year), the Council has applied the 1% rent reduction from the beginning of the year. The first rent reduction started with effect from 4 April 2016. At the same time, the Council took advantage of the government's one-year exception for tenants living in sheltered / supported housing and increased the rent for these tenants by 0.9% (CPI rate at September 2015 of 0.1% plus 1%).

- 16.3 This is the second financial year that rents in general needs properties are to be reduced by 1% but the first rent reduction for tenants living in sheltered/supported housing. Under the original rent restructuring regime, these rents would have increased by 2% (CPI at September 2016 of 1% plus 1%) from next April.
- 16.4 Provisional rents for general needs and sheltered/supported housing for 2017/18 have been calculated so that the rent paid by existing tenants is reduced by 1% from the 2016/17 levels. On this basis, the current average weekly rent will reduce by £1.04 from £104.80 to £103.76. The potential rental income budget for 2017/18 will reduce by £1.012m against the budget for 2016/17. Table 21 below sets out the average weekly dwelling rents for 2017/18 by property size.

Table 21 - Proposed rents for general needs and sheltered / supported housing

| Number of Bedrooms | Number of Properties | Current average weekly rent 2016/17 | Proposed average weekly rent 2017/18 | Proposed average rent decrease |
|---------------------------|-----------------------------|--|---|---------------------------------------|
| Bedsit | 137 | £84.91 | £84.07 | -£0.85 |
| 1 | 5,468 | £90.00 | £89.10 | -£0.90 |
| 2 | 5,240 | £104.90 | £103.86 | -£1.05 |
| 3 | 3,782 | £120.19 | £118.98 | -£1.20 |
| 4 | 586 | £136.54 | £135.17 | -£1.37 |
| 5 | 102 | £157.96 | £156.38 | -£1.58 |
| 6 | 13 | £166.18 | £164.52 | -£1.66 |
| 7 | 2 | £157.59 | £156.01 | -£1.57 |
| 8 | 1 | £178.40 | £176.62 | -£1.78 |
| All dwellings | 15,331 | £104.80 | £103.76 | -£1.04 |

- 16.5 The current policy of increasing rents to the 2015/16 formula rent (adjusted for 1% reduction each year thereafter) on new secure tenancies will continue.

Licences and non secure tenancies

- 16.6 Rents for licences and non secure tenancies are not affected by the government's social rent reduction policy, so the Council has flexibility to keep these rents at their current levels based either on the hostel rate or Local Housing Allowance (LHA). However, there are current government plans to limit housing benefit to the Local Housing Allowance (LHA) rate, to be applied from 1 April 2018, for new or re-let tenancies signed from 1 April 2016 onwards (and from 1 April 2017 onwards for tenants in supported accommodation).
- 16.7 The government has not said if some properties would be exempted from the reduction in housing benefit entitlement. If hostel accommodation is not

exempted, the cap would affect the affordability of HRA hostel rents as most are currently let higher than the LHA rate. There may need to be a change of hostel rents from April 2018.

- 16.8 There is also a significant decant programme underway, to support the current and future regeneration projects on housing estates. There is usually a long gap between the time when tenants move out, and when the blocks are demolished. Cabinet approval was given to use these properties as temporary accommodation for people whom the Council has a duty to provide, when they are homeless.
- 16.9 Such properties are occupied under licence and excluded from becoming secure tenancies under the Housing Act 1985 Schedule 1 (4). Cabinet approval was given to charge the Local Housing Allowance (LHA) rate on these properties.
- 16.10 The proposed 2017/18 budget does not currently include any incremental income from the higher rent levels charged on these properties; work is underway to quantify this.

New build

- 16.11 On 12 July 2016, the Cabinet approved the rent levels for new council homes built under the Council's New Build Programme. Rents in new build homes should continue to be set in accordance with the affordable rents guidance set out in the draft Housing Strategy. Phase 1 of the new build programme is expected to deliver 18 new homes in 2016/17 which will be let at affordable rents on completion. The proposed budget includes £236K for these additional units, however, should the delivery programme alter in any way this may affect the income achievable.

Rent consultation

- 16.12 Under the previous rent restructuring regime, Homes for Haringey (HfH) consulted tenants informally on behalf of the Council from late December to mid-January. In the past, HfH sent letters to the various Residents Associations asking for their views on proposed rent increases. The rent consultation was also published on the HfH website inviting comments from tenants. Responses to the consultation are usually reported to the Cabinet before a decision is made at the Cabinet meeting in February.
- 16.13 The informal rent consultation was not undertaken last year due to the imminent legislation to bring in the 1% social rent reduction at the time. Similarly, no separate consultation is planned for this year as the requirements of the Welfare Reform and Work Act mean that the Council is not able to apply an increase.
- 16.14 The Council must give tenants statutory notice in writing at least four weeks before new rent charges apply from the first Monday in April 2017.

17 Service charges

- 17.1 In addition to rents, tenants pay service charges for services they receive which are not covered by their rent. Service charges must be set at a level

that recovers the cost of the service, and no more than this. The Council's policy has been to set charges at the start of each financial year to match budgeted expenditure. Therefore, the weekly amount is fixed and a flat rate is charged.

17.2 Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

17.3 Tenants pay for the services listed below:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Light and power (Communal lighting)
- Heating (including Gas or Oil/Electricity)
- Integrated reception service (Digital TV)
- Estates road maintenance
- Bin and chute cleaning

17.4 Table 22 below sets out the proposed changes in tenants' service charges for 2017/18.

Table 22 - Proposed tenants' service charges for 2017/18

| Tenants' service charge | Current Weekly Charge 2016/17 | Proposed Weekly Charge 2017/18 | Increase/ (decrease) £ | Projected Annual Income £k |
|---|--------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|
| Concierge | £15.66 | £15.43 | -£0.23 | £1,554 |
| Grounds maintenance | £3.16 | £2.77 | -£0.39 | £1,306 |
| Caretaking | £4.29 | £4.02 | -£0.27 | £1,544 |
| Street sweeping (Waste collection) | £3.56 | £3.62 | £0.06 | £1,553 |
| Light and power (Communal lighting) | £2.19 | £2.62 | £0.43 | £1,203 |
| Gas (Elderly Person) | £10.64 | £11.16 | £0.52 | £217 |
| Gas (Not Elderly Person) | £10.17 | £10.67 | £0.50 | £60 |
| GLC Heating | £11.66 | £12.23 | £0.57 | £38 |
| District Heating 6 | £10.93 | £11.47 | £0.54 | £0.6 |
| Oil/Electricity (Elderly Person) | £8.33 | £8.74 | £0.41 | £18 |
| Integrated reception service (Digital TV) | £0.77 | £0.77 | £0.00 | £349.9 |

| Tenants' service charge | Current Weekly Charge 2016/17 | Proposed Weekly Charge 2017/18 | Increase/ (decrease) £ | Projected Annual Income £k |
|---|-------------------------------|--------------------------------|------------------------|----------------------------|
| Estates road maintenance | £0.50 | £0.57 | £0.07 | £266 |
| Bin and chute cleaning | £0.16 | £0.16 | £0.00 | £72.7 |
| Proposed tenants' service charge income | | | | £8,186.1 |
| <i>Projected annual income is based on the number of tenants receiving the service for 52 weeks with an allowance of 1% service charges loss due to empty properties.</i> | | | | |

Water rates

- 17.5 Tenants also pay weekly water rates with their rent if the water supply to their home is unmetered. The amount is set by Thames Water Utilities Ltd on the basis of the rateable value of each property.
- 17.6 The weekly water rates to be paid by each tenant in 2017/18 will be provided by Thames Water in March 2017. Tenants will be notified accordingly.

18 HRA Revenue Budget and MTFs 2017/18-2021/22

- 3.1 The draft HRA budget for 2017/18 taking into account all of the above changes to rents and service charges is set out at Appendix 5.
- 3.2 A number of the figures are estimates at this time and final figures will be presented to Cabinet in February 2017, as part of the rent setting process, together with a HRA 5-year Medium Term Financial Strategy and a 30-year business plan.
- 3.3 The HRA surplus has increased by £5.7m from the revised 2016/17 budget surplus of £13.9m to £19.6m. This increase is mainly to reflect reduced financing charges on HRA debt and the removal of the £2.2m new build budget. However, it is envisaged that a revenue budget will need to be established for HRA supply initiatives and this is currently being worked on and will be incorporated in the final proposed budget setting for 2017/18.

19 Dedicated Schools Budget (DSB).

- 19.1 The financial position for the Dedicated Schools Budget is dependent on the schools finance settlement for 2017/18, which is due in December 2016. The key points that are to be considered by Schools Forum at its next meetings include:
- Scope for the DSB to continue to provide funding for Council services;
 - Scope for the DSB to absorb some of the impact of the loss of the Education Services Grant;

- Improved funding for early years providers, but less scope for the Council to retain funding for early years central services and childcare subsidy;
- The extension of the early years education offer to 30 hours for children of working parents from September 2017;
- Reducing and containing expenditure in the High Needs Block.

19.2 Schools Funding for 2017/18 (Dedicated Schools Budget)

19.2.1 The Dedicated Schools Budget is substantially funded from the ring-fenced Dedicated Schools Grant and two other funding streams (Pupil Premium and Post 16 Grant) which are, in effect, passported to schools. Spending must be consistent with the requirements of the prevailing Schools and Early Years Funding Regulations and there are requirements about whether Schools Forum has a decision-making or a consultative role in determining budget levels for each year.

19.2.2 The financial position reported to Schools Forum in October 2016 set out the prevailing financial position. There are budget pressures within the High Needs Block and this will reduce available DSG reserves to £2.350m by the end of 2016/17 financial year.

Table 23. Budget Monitoring Position for the Dedicated Schools Budget as at August 2016.

| Block | Net Budget | Projected Spend | Variance |
|-------------|------------|-----------------|----------|
| | £m | £m | £m |
| Schools | 141.30 | 141.31 | 0.01 |
| Early Years | 15.46 | 15.47 | 0.01 |
| High Needs | 32.63 | 33.51 | 0.88 |
| Total DSG | 189.39 | 190.29 | 0.90 |

Table 24 Impact of forecast position in 2016/17 on DSG reserves

| | 1 st April 2016 | Movement from Table 1a | 31 st March 2017 |
|--------------|----------------------------|------------------------|-----------------------------|
| DSG Reserves | 3.25 | -0.90 | 2.35 |

19.2.3 At the same meeting, the forecast position for 2017/18 was set out. While it included a virtually balanced budget, such a scenario would require considerable adaptation to new funding arrangements for many services, settings and schools. The forecast budget is based on announcements made by the Department for Education and the latest estimates of pupil numbers likely to be in the calculations.

Table 25: Dedicated School Budget Projections 2017-18.

| Block | Forecast Budget | Projected Spend | Variation |
|-------|-----------------|-----------------|-----------|
|-------|-----------------|-----------------|-----------|

| | £m | £m | £m |
|-------------|--------|--------|------|
| Schools | 196.48 | 196.48 | 0.00 |
| Early Years | 18.43 | 18.43 | 0.00 |
| High Needs | 35.34 | 35.36 | 0.02 |
| DSG | 250.25 | 250.27 | 0.02 |

Table 26 Impact of forecast position in 2017/18 on DSG reserves

| | 1 st April 2016 | Movement from Table 2a | 31 st March 2017 |
|--------------|----------------------------|---------------------------|--------------------------------|
| DSG Reserves | 2.35 | -0.02 | 2.33 |

19.2.4 The final figures for Schools Block and news about the schools settlement more generally are expected some time in December 2016. High Needs Block funding may be known early in 2017 and the Early Years block funding in 2017/18 financial year is based partly on the January 2017 pupil census and partly on the January 2018 pupil census.

19.2.5 The key issues that Schools Forum will have considered on 1st December 2016 and at their next meeting on 12th January 2017 are set out below.

19.3 Schools Block

- There are specific budgets in the Schools Block which Schools Forum must formally approve, including central support £1m, £0.8m for social care placements, £0.3m for Early Help, £1.1m for Schools and Learning services (Admissions, School Improvement, Governors Support and Music).. If these are not approved in whole or in part, this will either result in service reductions or budget problems in the General Fund.
- Schools Forum has previously agreed that funding for services such as Trade Union Facilities Time and support for under-performing ethnic minority groups be deducted from maintained schools budgets to allow these services to continue. A renewed mandate to de-delegate funding for these services will be sought from Schools Forum again.
- The Education Services Grant is ceasing. This particularly impacts on the General Fund and the precise details are awaited in the schools finance settlement in December. Nonetheless, that element of the ESG that is available for providing statutory and regulatory services with respect to education in an authority, regardless of whether the Authority maintains any schools is due to transfer to the Dedicated Schools Grant (£0.550m). Schools Forum will be asked to confirm that the services currently supported by that money may continue. Subject to the regulations, Schools Forum may also be asked to fund some or all of the current ESG funded services for in-year school redundancy costs, Education Welfare Service and Early Years Quality Assurance.
- The plans to introduce a National Funding Formula have been deferred until April 2018.
- Schools are likely to experience the impact of recent and emerging cost pressures arising from, among other things: National Insurance contracted out rebate, increases in superannuation contributions, the Apprenticeship Levy etc.

19.4 Early Years Block

- There are significant changes in the Early Years Block with the introduction of a higher degree of prescription in how the funding may be used.
- Haringey will see an increase in funding for 2017/18 which, allied with an enforced reduction in the amount of centrally retained expenditure, will translate into more funding for early years providers.
- The DSG Early Years Block will fund the extension of free entitlement to early years education from 15 hours per week to 30 hours per week for the children of working parents from September 2017.
- The constraint on central expenditure will require a reprioritisation of budgets for central services and childcare subsidy. In 2016/17, there is £1.9m for central early years activities. This will reduce to £1.0m in 2017/18 and £0.8m in 2018/19.

19.5 High Needs Block

- The principal issue with the High Needs Block is that the current budget is overcommitted and will need to be regularised if DSG reserves are not to be fully depleted.
- The High Needs Working Group have been considering what measures can be put in place to contain and reduce expenditure and a practical plan will be required before the start of April 2017.

19.6 Further information on the details of the strategic financial position for the Dedicated Schools Budget can be found in the papers to the Schools Forum, which are publicly available.

20 Statutory Officers comments

20.1 Chief Finance Officer Comments

20.1.1 As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are essentially contained throughout the report.

20.1.2 The robustness of the Council's 2017/18 budget and its Medium Term Financial Strategy 2017/18-2021/22 is a critical role for the Council's Section 151 Officer. Ensuring that the budget proposals are realistic will be achieved in a number of ways including consideration of the budget setting process itself, the quality and extent of both statutory and non statutory consultation, the assessment and management of risks, feedback and challenge via scrutiny processes, and the coherence of the working papers supporting budget proposals.

20.1.3 The basis for the £20m indicative budget gap for 2017/18-2018/19 is set out clearly in this report and flows largely from central government funding reductions, and from expenditure pressures due to local demographic and demand increases which have been set out in some detail above. We have also refreshed all financial assumptions to ensure a base for the development of this MTFS, including close scrutiny of the current year position and the ongoing impact of savings agreed in the last MTFS.

20.1.4 Whilst the size of the budget shortfall for 2017/18 is, of necessity, an estimate, it is clear that it is a robust assessment of the extent of the challenge facing

the Council. It is appropriate, in the view of the S151 officer, to tackle the estimated shortfall over the first two years of the MTFS period rather than over a single year given that:

- There is often a significant lead-in time for delivering and embedding service improvements and we need to be confident that assumed savings can be delivered both individually and in terms of capacity within the organisation.
- Members need to be given real choices and options about where to make service changes and the appropriate use of reserves allows this to take place over a realistic timeframe.
- The Council needs to have clarity over the medium term on its funding levels, and there are currently a number of uncertainties - including the end of the agreed four year settlement, the impact of business rates changes, etc. It makes sense to wait for a clearer picture to emerge in terms of resources before agreeing additional cuts now.

20.1.5 Specific consideration has been given to the appropriateness of using reserves strategically to assist in achieving the plans set out in the MTFS report. As reserves can only be used once they are an appropriate response to a need to smooth the £20m over two years in order to bring expenditure more in line with estimated resources.

20.1.6 Further work will be undertaken between now and the final budget report to review savings proposals, update on the latest funding position and any other known changes.

20.2 Assistant Director of Corporate Governance Comments

20.2.1 The revised Medium Term Financial Strategy (MTFS) is closely linked to the budget process and may be viewed as a related function. In addition it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

20.2.2 The Council is a best value authority and under section 3 of the Local Government Act 1999 has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The revision of MTFS which incorporates the initial proposals for savings and investment is one of the ways in which the Council can achieve best value.

20.2.3 There are statutory requirements as to the keeping of a Housing Revenue Account (HRA). Under section 76 of the Local Government and Housing Act 1989 the Council is under a duty to budget to prevent a debit balance on the HRA. In January and February in the preceding year, prior to the relevant financial year the Council must formulate proposals relating to income from rent and charges, expenditure and any other matters connected with HRA properties. Within one month of formulating these proposals revising them, the council must prepare a statement setting out those proposals; the estimates made and the basis of which those proposals were formulated or revised; and such other particulars as the Secretary of State may direct.

- 20.2.4 Under S24 of the Housing Act 1985 the Council has power to make such reasonable charges as it may determine for the tenancy or occupation of its council houses, and is required from time to time, to review rents and make such changes as circumstances may require. However this discretion as to rents and charges made is subject to restrictions arising from the provisions of the Welfare Reform and Work Act 2016 which mandates that rents payable by tenants reduces by 1% each year between 2016 and 2019.
- 20.2.5 Changes to rent and other charges are not matters of housing management which the council is required to undertake statutory consultation with their tenants pursuant to Section 105 of the Housing Act 1985 and Sections 137 and 143A of the Housing Act 1996. However section 16, of the report indicates that the Council will consult with tenants before seeking to change rent and other service charges. The Council is required, to give tenants notification of variation of rent and other charges to tenants of at least four weeks, or one rental period of the tenancy, whichever is the longer variation.
- 20.2.6 Changes to rent and other charges are not matters of housing management which the Council is required to undertake statutory consultation with their tenants under section 105 of the Housing Act 1985 and Sections 137 and 143A of the Housing Act 1996. However section 16, of the report indicates that the Council will consult with tenants before seeking to change rent and other service charges. The Council is required, to give tenants notification of variation of rent and other charges, of at least four weeks, or one rental period of the tenancy, whichever is the longer.
- 20.2.7 When considering the MTFs, and any savings and investment proposals, the Council must have due regard to the public sector equality duty (PSED) contained within section 149 of the Equality Act 2010 which requires the Council to have due regard in its decision-making processes to the need to: eliminate discrimination, harassment, victimisation or other prohibited conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 20.2.8 A proportionate equality analysis is required to inform the consideration these proposals to meet the requirements of the public sector equality duty. The Council will need to finalise its equality analysis and out how equality impacts are addressed in relation to savings proposals.
- 20.2.9 Where savings proposals involve service changes which impact on individuals, consultation there is a need to consult with representatives of council tax payer, business rates payers, persons likely to use services and persons appearing to have an interest in any area within which the Council carries out functions. Consultation will likely be required at the time of preparing the 2017-2018 budget.
- 20.2.10 Any consultation carried out under the Council's best value duty and public sector equality duty will need to comply with the following requirements:

- (1) it should be at a time when proposals are still at a formative

stage;

(2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response;

(3) adequate time must be given for consideration and response; and

(4) the product of consultation must be conscientiously taken into account.

20.3 Equalities Comments

Haringey context:

20.3.1 We are proud of our diversity and of the potential this offers:

- Around 260,000 people live in Haringey (an increase of 3,300 since the 2011 Census). By 2021, it is projected that the population will rise by a further 30,000.
- Over 100 languages are spoken.
- The population is the fifth most ethnically diverse in the country; over 60% of residents are non-White British. English is an additional language for over half our children and young people.
- Haringey is a “young” borough. Children and young people aged 0 to 19 comprise about a quarter of the population.

20.3.2 Haringey has many of the ingredients that make London one of the world’s great cities. There are great transport links and a rich heritage including the iconic Alexandra Palace, Tottenham Hotspur Premier League football club, Bruce Castle Museum and the restaurants and shops in Green Lanes, Muswell Hill, Crouch End and Wood Green.

20.3.3 It is a welcoming place where there is a tradition of people settling here, finding a base to live, work, bring up families, thrive and achieve. Haringey has yet more potential but in order to realise this, we must address a number of key challenges.

20.3.4 Achieving better outcomes and ensuring we have the capacity to deliver against a background of high levels of deprivation is a continuing challenge. Haringey is the fourth most deprived area in London, mostly related to low incomes, poor housing conditions and high crime. One in three children live in poverty and one in four live in a household where no adult works. Almost 3,000 households live in temporary accommodation.

20.3.5 There are wide differences in the levels of deprivation and health; the more deprived the area, the shorter the life expectancy, especially for men. While levels of teenage pregnancy are reducing, the numbers are still high. We also have high levels of childhood obesity, mental illness and sexually transmitted infections.

20.3.6 Addressing the significant social, economic and health issues are made more difficult by the significant financial challenges the council and the public sector faces.

Our Equalities Duties:

20.3.7 The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations
- In addition the Council complies with the Marriage (same sex couples) Act 2013.

20.3.8 The Act covers nine protected characteristics which are:

- age
- disability
- gender and gender reassignment
- pregnancy and maternity status
- marriage and civil partnership
- ethnicity
- religion or belief
- sexual orientation

20.3.9 The Public Sector Equality Duty came into force on 5 April 2011. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities - in shaping policy, in delivering services and in relation to their own employees, and for these issues to be kept under review. If we do not consider how a function can affect different groups in different ways, it is unlikely to have the intended effect. This can contribute to greater inequality and poor outcomes.

20.3.10 Every person can identify with a combination of these characteristics; we all have an age, a disability status, a gender, our own beliefs and a sexual orientation. It is not the purpose of equalities monitoring to put people in boxes but to ensure that all groups of people have their needs met.

20.3.11 Haringey Council believes the Equality Impact Assessment process, which is no longer a statutory requirement, is an important way of informing our decision making process.

Haringey's Priorities:

20.3.12 The Corporate Plan 2015-18, sets out how we plan to support Haringey's residents to build a stronger future through 5 priorities:

- Outstanding for all: Enable every child and young person to have the best start in life, with high quality education;
- Empower all adults to live healthy, long and fulfilling lives;
- A clean and safe borough where people are proud to live, with stronger partnerships and communities;
- Drive growth and employment from which everyone can benefit;
- Create homes and communities where people chose to live and are able to thrive.

20.3.13 These are underpinned by 6 cross-cutting principles:

- Prevention and early intervention – preventing poor outcomes for children, young people and adults and intervening early when help and support is needed;

- Tackling inequality – tackling the barriers facing the most disadvantaged and enabling them to reach their potential;
- Working together with communities – building resilient communities where people are able to help themselves and support each other;
- Value for money – achieving the best outcome from the investment made;
- Customer focus – placing our customers needs at the centre of what we do;
- Working in partnership – delivering with and through others.

20.3.14 The Medium Term Financial Strategy (MTFS) and these further savings proposals are aligned with the 5 corporate plan priorities. All priorities have delivery plans including a clear vision, objectives and performance indicators that are publicly available so our progress against those targets is transparent.

20.3.15 In the context of delivering millions of pounds of savings, it is inevitable that Haringey Council will need to make changes to the way it delivers its services. For example, if we do not change the way we provide adults social care packages, the costs in that area will increase by over one third. The council works continuously with partners to ensure there is transformation of services and better outcomes for residents, rather than just managing decline. However, these budget reductions may also have adverse impacts on service users.

20.3.16 At this stage, the assessments of what impact there may be is, at best, a high level view of potential issues and are not a detailed quantitative analysis. This is a live process and full impact assessments will be completed and consulted on as we move towards implementing changes to policies, strategies and service delivery.

20.3.17 We have a legal responsibility to ensure that our impact assessments, where needed are an integral part of the formulation of a proposal policy and not justification for its adoption. If a risk of adverse impact is identified, consideration will be given to measures that would mitigate that impact before fixing on a particular solution.

Next steps:

20.3.18 Tackling inequality is a priority for the council and this is reflected in the objectives and performance targets we have set out in the corporate plan 2015-18.

20.3.19 The proposals in this report are currently at a high level and will be developed further as new operating models, service changes and policy changes are progressed and implemented. Equalities impact assessments will be developed as part of this process.

20.3.20 Any comments received will be taken into consideration and a further update will be brought to Cabinet in February 2017.

Appendix 1 – Proposed summary revenue Medium Term Financial Strategy (MTFS)
2017/18-2021/22

Appendix 2 – Proposed revenue savings proposals – summary

Annex 1 – Priority 1

Annex 2 – Priority 2

Annex 3 – Priority 3

Annex 4 – Priority 4

Annex 5 – Priority X

Appendix 3 – Budget engagement findings

Appendix 4 - General Fund Capital Programme 2017/18-2025/26

Appendix 5 –Proposed HRA budget 2017/18

22. Local Government (Access to Information) Act 1985

Period 1-6 budget monitoring reports 2016/17

Summary revenue MTFS 2017/18-2021/22

| | 2016/17 £'000 | Share of £10m £'000 | All other adjs £'000 | 2017/18 £'000 | Share of £10m £'000 | All other adjs £'000 | 2018/19 £'000 | Savings £'000 | All other adjs £'000 | 2019/20 £'000 | Savings £'000 | All other adjs £'000 | 2020/21 £'000 | Savings £'000 | All other adjs £'000 | 2021/22 £'000 |
|-----------------------|------------------|---------------------------|----------------------------|------------------|---------------------------|----------------------------|------------------|------------------|----------------------------|------------------|------------------|----------------------------|------------------|------------------|----------------------------|------------------|
| Services | | | | | | | | | | | | | | | | |
| Priority 1 | 48,301 | -2,762 | 43 | 45,582 | -1,748 | -931 | 42,903 | -310 | 111 | 42,704 | 0 | -220 | 42,484 | 0 | 81 | 42,565 |
| Priority 2 | 92,783 | -2,411 | 7,075 | 97,447 | -3,137 | 3,929 | 98,239 | -84 | 2,213 | 100,368 | 0 | 3,256 | 103,624 | 0 | 3,637 | 107,261 |
| Priority 3 | 26,325 | -1,685 | -2,652 | 21,988 | -2,580 | -2,250 | 17,158 | -150 | -2,000 | 15,008 | 0 | -2,000 | 13,008 | 0 | 0 | 13,008 |
| Priority 4 | 17,355 | -503 | -359 | 16,493 | 0 | 0 | 16,493 | 0 | 722 | 17,215 | 0 | -748 | 16,468 | 0 | -308 | 16,159 |
| Priority 5 | 3,881 | 0 | 5,326 | 9,207 | 0 | -1,023 | 8,184 | 0 | 0 | 8,184 | 0 | 0 | 8,184 | 0 | 0 | 8,184 |
| Priority X | 34,392 | -2,798 | -2,254 | 29,340 | -551 | -255 | 28,534 | -3,400 | -825 | 24,309 | -1,500 | 0 | 22,809 | -20 | 0 | 22,789 |
| Total services | 223,037 | -10,159 | 7,179 | 220,057 | -8,016 | -530 | 211,511 | -3,944 | 222 | 207,789 | -1,500 | 288 | 206,577 | -20 | 3,410 | 209,967 |
| NSR | 32,590 | 0 | 1,162 | 33,752 | 0 | 164 | 33,916 | 0 | 1,089 | 35,005 | 0 | 3,084 | 38,089 | 0 | -1,380 | 36,709 |
| BUDGET | 255,627 | -10,159 | 8,341 | 253,809 | -8,016 | -366 | 245,427 | -3,944 | 1,311 | 242,794 | -1,500 | 3,372 | 244,666 | -20 | 2,030 | 246,676 |

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Proposed Revenue Savings Proposals - Summary

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget | Current Staff | Responsible Officer | Type of Saving | Delivery Risk RAG |
|-------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-------------------|------------------|--|------------------------------------|----------------------|
| P1 - Childrens | | | | | | | | | | | | |
| 1.1 | Service Redesign & Workforce | 300 | 150 | - | - | - | 450 | 10,601 | 545 | Director of Children's Services | Efficiency saving/service redesign | Amber |
| 1.2 | Early Help & Targeted Response | 62 | 100 | | | | 162 | 12,583 | 47 | AD Early Help & Prevention/Head of Targeted Response and Youth Justice | New delivery model | Amber |
| 1.3 | Family Group Conferencing | 200 | 100 | - | - | - | 300 | 30 | n/a | AD Safeguarding & Social Care/Head of Quality Assurance | New delivery model | Green |
| 1.4 | Family Based Placements | 100 | 175 | - | - | - | 275 | 12,583 | 147 | AD Safeguarding & Social Care/Head of Children in Care | Efficiency savings | Amber |
| 1.5 | Care Leavers - Semi Independent Living | 25 | 75 | - | - | - | 100 | 1,699 | 147 | AD Safeguarding & Social Care/Head of Children in Care | Efficiency savings | Amber |
| 1.6 | Adoption and Special Guardianship Order payments | 150 | 148 | 310 | - | - | 608 | 2,739 | 147 | AD Safeguarding & Social Care/Head of Children in Care | Efficiency savings | Amber |
| 1.7 | Supported Housing | 600 | | | | | 600 | 1,699 | n/a | AD Commissioning | New delivery model | Green |
| 1.8 | New Models of Care | | 1,000 | | | | 1,000 | pooled budgets | pooled workforce | Director of Children's Services/AD Commissioning/Director of Public Health | New Delivery Model | Red |
| 1.9 | Schools & Learning (Manage loss of Education Services Grant) | 1,325 | | | | | 1,325 | 2,784 | 166 | AD Schools & Learning | Increase in income | Green |
| | Total | 2,762 | 1,748 | 310 | - | - | 4,820 | | | | | |
| P2 - Adults | | | | | | | | | | | | |
| 2.1 | Supported Housing Review | 475 | 500 | - | - | - | 975 | 20,715 | n/a | AD Commissioning | New delivery model | Amber |
| 2.2 | Osborne Grove | - | 672 | - | - | - | 672 | 757 | 44 | AD Commissioning | New delivery model | Red |
| 2.3 | Fees and charges review | 199 | 115 | 84 | - | - | 398 | n/a | n/a | AD Adults Social Care | Increase in income | Amber |
| 2.4 | Technology Improvement | 750 | 250 | - | - | - | 1,000 | n/a | 37 | AD Commissioning | New delivery model | Amber |
| 2.5 | Market efficiencies | 987 | 200 | - | - | - | 1,187 | 52,766 | n/a | Head of Strategic Commissioning | Efficiencies / savings | Amber |
| 2.6 | New Models of Care | | 1,400 | - | - | - | 1,400 | 70,080 | 390 | Director of Adults Social Care | New Delivery Model | Amber |
| | Total | 2,411 | 3,137 | 84 | - | - | 5,632 | | | | | |
| P3 - Cleaner and Safer | | | | | | | | | | | | |
| 3.1 | Charge Green Waste - income generation | 375 | 375 | | | | 750 | n/a | n/a | Waste Strategy Manager | Increase in income | Amber |
| 3.2 | Charging for Bulky Household Waste | 300 | 100 | | | | 400 | n/a | n/a | Waste Strategy Manager | Increase in income | Green |
| 3.3 | Charging for Replacement Wheelie Bins | 100 | 50 | | | | 150 | n/a | n/a | Waste Strategy Manager | Increase in income | Green |
| 3.4 | Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc... | 50 | 50 | | | | 100 | n/a | n/a | Waste Strategy Manager | Increase in income | Green |
| 3.5 | Flats Above Shops -Provision of bags - Service reduction | 120 | | | | | 120 | n/a | n/a | Waste Strategy Manager | Stopping /Reducing service | Green |
| 3.6 | Reduce Outreach/ Education team - Service reduction | 50 | 65 | | | | 115 | n/a | n/a | Waste Strategy Manager | Stopping /Reducing service | Green |
| 3.7 | Closure of Park View Road R&R - Service reduction | 115 | 115 | | | | 230 | n/a | n/a | Waste Strategy Manager | Stopping /Reducing service | Green |
| 3.8 | Veolia Operational Efficiencies | 200 | | | | | 200 | n/a | n/a | Waste Strategy Manager | Efficiency savings | Green |
| 3.9 | Rationalisation of Parking Visitor Permits | 125 | 225 | | | | 350 | n/a | n/a | Head of Traffic Management | Increase in income | Green |
| 3.10 | Parking Enforcement - new operating model | | 920 | | | | 920 | n/a | 70 | Head of Traffic Management | New delivery model | Amber |
| 3.11 | Relocation of Parking/CCTV processes and appeals | | 380 | | | | 380 | n/a | 13 | Head of Traffic Management | New delivery model | Amber |
| 3.12 | Move to Cashless Parking | 150 | | | | | 150 | n/a | n/a | Head of Traffic Management | Efficiency savings | Green |
| 3.13 | Move to Online Parking Permit Applications & Visitor Permits | | | 50 | | | 50 | n/a | n/a | Head of Traffic Management | Efficiency savings | Amber |
| 3.14 | Parking New IT Platform | | | 100 | | | 100 | n/a | n/a | Head of Traffic Management | Efficiency savings | Amber |
| 3.15 | Increase in CO2 Parking Permit Charge | 100 | 300 | | | | 400 | n/a | n/a | Head of Traffic Management | Increase in income | Green |
| | Total | 1,685 | 2,580 | 150 | - | - | 4,415 | | | | | |

Proposed Revenue Savings Proposals - Summary

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget | Current Staff | Responsible Officer | Type of Saving | Delivery Risk RAG |
|-------------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-------------------|------------------|--|----------------------------|----------------------|
| P4 - Growth & Employment | | | | | | | | | | | | |
| 4.1 | Tottenham Regeneration programme | 213 | | | | | 213 | 2,674 | 27 | Tottenham Programme Manager | Efficiency savings | Green |
| 4.2 | Planning service - Increase in planning income | 40 | | | | | 40 | 2,069 | 83 | AD Planning | Increase in income | Green |
| 4.3 | Corporate projects - Transfer of functions to HDV | 250 | | | | | 250 | 604 | 37 | AD Corporate Projects | Efficiency savings | Red |
| | Total | 503 | - | - | - | - | 503 | | | | | |
| PX - Enabling | | | | | | | | | | | | |
| 6.1 | Legal Services - Reduction in staffing and other related expenditure | | | 150 | | | 150 | - 535 | 54 | AD Corporate Governance | Stopping /Reducing service | Green |
| 6.2 | Audit and Risk Management - reduction in cost on the external audit contract | 11 | | | | 20 | 31 | 11 | 14 | Head of Audit and Risk Management | Stopping /Reducing service | Green |
| 6.3 | Democratic Services - reduction in staffing | 40 | | | | | 40 | 2,482 | 14 | Democratic Services and Scrutiny Manager | Stopping /Reducing service | Green |
| 6.4 | Shared Service Centre Business Support - reduction in staffing | 300 | | | | | 300 | 2,300 | 83 | Head of Business Support | New delivery model | Green |
| 6.5 | Shared Service Centre - new delivery model for shared services | | 250 | 1,500 | 1,500 | | 3,250 | 9,025 | 336 | AD Shared Service Centre | New delivery model | Amber |
| 6.6 | Reduce Opening Hours in our six branch libraries to 36 hours per week | 150 | | | | | 150 | 3,475 | 95 | AD Customer Services/Head of Libraries and Customer Services | Stopping /Reducing service | Amber |
| 6.7 | Shared Service Offer for Customer Services | | | 1,000 | | | 1,000 | 6,473 | 170 | AD Customer Services/Head of Digital Contacts | New delivery model | Amber |
| 6.8 | Senior Management Savings | 400 | | | | | 400 | 2,500 | 50 | AD Transformation & Resources | New delivery model | Green |
| 6.9 | Alexandra House - Decant | | 250 | 750 | | | 1,000 | n/a | n/a | AD Transformation & Resources | Efficiency savings | Amber |
| 6.10 | Translation and Interpreting Service - new contract | 41 | | | | | 41 | 1,364 | 22 | AD Communications | Efficiency savings | Green |
| 6.11 | Closure of internal Print Room | - | 51 | | | | 51 | 1,364 | 22 | AD Communications | Efficiency savings | Green |
| 6.12 | Communications - reduction in staffing | 53 | | | | | 53 | 1,364 | 22 | AD Communications | Efficiency savings | Green |
| 6.13 | Income generation – Advertising and Sponsorship | 15 | | | | | 15 | 1,364 | 22 | AD Communications | Increase in income | Green |
| 6.14 | Professional Development Centre | 136 | | | | | 136 | 157 | n/a | AD Corporate Property | Stopping /Reducing service | Green |
| 6.15 | Insurance | 152 | | | | | 152 | 2,327 | n/a | Risk and Insurance Manager | Efficiency savings | Green |
| 6.16 | Voluntary Severance Savings | 1,500 | | | | | 1,500 | n/a | tbc | AD Transformation & Resources | Efficiency savings | Green |
| | Total | 2,798 | 551 | 3,400 | 1,500 | 20 | 8,269 | | | | | |
| | Grand Total | 10,159 | 8,016 | 3,944 | 1,500 | 20 | 23,639 | | | | | |

Corporate Priority 1

Enable every child to have the best start in life, with high quality Education

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget | Current Staff | Delivery Risk RAG |
|-----|--|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|----------------|------------------|-------------------------|
| 1.1 | Service Redesign and Workforce | 300 | 150 | - | - | - | 450 | 10,601 | 545 | Amber |
| 1.2 | Early Help & Targeted Response | 62 | 100 | | | | 162 | 12,583 | 47 | Amber |
| 1.3 | Family Group Conferencing | 200 | 100 | - | - | - | 300 | 30 | n/a | Green |
| 1.4 | Family Based Placements | 100 | 175 | - | - | - | 275 | 12,583 | 147 | Amber |
| 1.5 | Care Leavers - Semi Independent Living | 25 | 75 | - | - | - | 100 | 1,699 | 147 | Amber |
| 1.6 | Adoption and Special Guardianship Order payments | 150 | 148 | 310 | - | - | 608 | 2,739 | 147 | Amber |
| 1.7 | Supported Housing Review | 600 | | | | | 600 | 1,699 | n/a | Green |
| 1.8 | New Models of Care | | 1,000 | | | | 1,000 | pooled budgets | pooled workforce | Red |
| 1.9 | Schools & Learning (Manage loss of Education Services Grant) | 1,325 | | | | | 1,325 | 2,784 | 166 | Green |
| | Total | 2,762 | 1,748 | 310 | - | - | 4,820 | | | |

Children's Services - Service Redesign and Workforce

| | |
|----------------------|--|
| Priority | 1 |
| Current Service Area | Children's Services |
| Responsible Officer: | Director of Children's Services |
| Reference: | Children's Services - Service Redesign and Workforce |
| Type of saving: | Efficiency saving/service redesign |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|---|
| In relation to the contact service this will impact on parents and carers in need of using the service. | More responsive service which will contribute to a more timely service for this cohort |
| In relation to the Independent Reviewing Service this will impact on the looked after children cohorts | A greater level of independence from the service should ensure better outcomes for looked after children |
| In relation to the front door assessment proposal, this should impact on families accessing social care services | Ensuring that only those families in need of social care services are in receipt of them, rather than engaging with families that do not meet the threshold for intervention. |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: A number of pieces of work are included within this proposal which together contribute to savings across the workforce. This includes:</p> <p>Contact Service Reconfiguration of the service based around typical contact need (sessional evening & weekend) in order to reduce the cost of contact per hour, alongside the introduction of a rota system which enables a reduction of</p> <p>Independent Reviewing Officers This function is currently provided in-house and could be externally commissioned to yield savings. This would also enable a much greater level of independent challenge, supporting the delivery of better outcomes for our looked after children. This proposal will also enable a greater level of accountability across this function which would be set out within the procurement and contract process.</p> <p>Reduction in Agency Spend Actively reduce the levels of agency by converting posts to permanent staff alongside developing a strong retention strategy to ensure this is a sustainable proposal.</p> <p>Service Redesign It is proposed that we redesign our services, as a consequence of managing demand into social care, which will enable the service to appropriately reduce the workforce to better meet need.</p> <p>This proposal will be delivered by ensuring that only those that require social care services are assessed, based upon the Thresholds of Need partnership document.</p> <p>Those that are provided with support will receive it in a more timely and effective way, through the implementation of new practice tools which strengthen our work with families. This will also enable cases to be progressed</p> |

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| | Financial Data £000 | | Workforce Data |
| Base Data | | | |
| Current budget | 10,601 | Employees | 545 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 300 | Year 1 | 10 |
| Year 2 | 150 | Year 2 | 30 |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 450 | Total | 40 |

Rationale

Contact Service

At present the service delivers contact across the year at £81 per hour. However contact is typically required after school, during the evenings or at weekends and there is an opportunity to reduce the hourly unit cost by reconfiguring the service so that workforce availability is matched to service need

Independent Reviewing Officers

This is a statutory requirement and a number of other local authorities have externally commissioned the service to release workforce savings. Some initial analysis has indicated that a new delivery model could provide a £100k saving.

Reduction in Agency Spend

Although there have been some success in efforts to reduce the number of agency by recruiting permanent staff over 16/17, there is a need to continue this work in order to build a robust and sustainable workforce whilst releasing savings across 17/18.

Service Redesign

By more effectively managing demand, a reduction in the workforce could be delivered which would better meet need. This would mean that by ensuring that only those that require social care services are assessed, practitioners can more effectively focus upon families who need a service. Those that are provided with support will receive it in a more timely way, through the implementation of new practice tools which strengthen and support our work with families. This will also enable cases to be progressed through the system more efficiently.

Key benefits - financial and non-financial

Contact Service

Financial: £80k

Non-Financial: More flexible pool of resources for this function based upon need.

Independent Reviewing Officers

Financial: 100k

Non-Financial: Increased levels of independence and scrutiny as well a more flexible pool of resources

Reduction in Agency Spend

Financial: £120k

Non-Financial: More sustainable and robust workforce

Front Door Assessments

Financial: £150k

Non-Financial: Increase the timeliness of assessments and permanency planning

Internal dependencies and external constraints

- Commissioning and Procurement dependencies related to the IRO service
- Implementation of the Recruitment and Retention Strategy
- Market dependencies: Availability of permanent staff

Procurement strategy:

Yes - this saving includes a reduction of staff

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 300 | 150 | 0 | 0 | 0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | 0 | 0 | | | |
| Net Impact Cost/(Savings) | 300 | 150 | | | 0 |
| Cumulative Cost/(Savings) | 300 | 450 | 450 | 450 | 450 |
| Payback Period: Not applicable | | | | | |

Early Help & Targeted Response

| | |
|----------------------|--|
| Priority | 1 |
| Current Service Area | Early Help & Targeted Response |
| Responsible Officer: | AD Early Help & Prevention/Head of Targeted Response and Youth Justice |
| Reference: | Early Help |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| PROPOSAL | |
|-------------------|---|
| Proposal: | <p>Through the implementation and delivery of the Targeted Response offer as part of the Early Help model it is anticipated that escalation in the number of Looked After Children would be prevented and the associated saving delivered. This will be as a consequence of enabling supporting families to remain together where possible.</p> <p>This work would also contribute to the prevention of further escalation of the number of looked after children, by providing the right support at an earlier point.</p> <p>This will include:</p> <ul style="list-style-type: none"> - Direct work with children and parents, - Improving school / home relationships and behaviour management approaches, - Supporting positive parental attitudes & behaviours as well as a range of other services which support assessment and decision making. |
| Rationale: | <p>We believe that children are best supported in strong and resilient families and want to promote this by offering a range of early help and targeted support services to enable families to do this where possible. This will decrease the demand for social care intervention, specifically for looked after children, whilst providing better outcomes for children and their families.</p> |

| |
|--|
| Benefits: |
| Financial: £162k |
| Non-Financial: A reduction in children needing to become looked after. |

| |
|------------------------------|
| Procurement strategy: |
| n/a |

| Impact on Residents | Outcomes |
|---|--|
| Fewer Children and Young People in Care | Improve lives of children and young people |
| | |
| | |
| | |

| SUMMARY | | | |
|-----------------------|-----------------------|----------------------------|-----------------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | 12,583 | Employees | 47 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 62 | Year 1 | n/a |
| Year 2 | 100 | Year 2 | n/a |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 162 | Total | 0 |

| |
|--|
| Internal dependencies and external constraints: |
| none |

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 62 | 100 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 62 | 100 | | | |
| Cumulative Cost/(Savings) | 62 | 162 | 162 | 162 | 162 |
| Payback Period: Not applicable | | | | | |

Family Group Conferencing

| | |
|----------------------|---|
| Priority | 1 |
| Current Service Area | Looked After Children |
| Responsible Officer: | AD Safeguarding & Social Care/Head of Quality Assurance |
| Reference: | Family Group Conferencing |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|--|
| Fewer Children and Young People in Care | Improve lives of children and young people |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: This proposal relates to increasing the use of Family Group Conferences (FGC), to support those children who have just become looked after by the council or are on the edge of care, so that they can safely be returned home or remain with their families. This will enable better outcomes for families and also reduce the cost of placements.</p> |
| <p>Rationale: Haringey Council continues to experience high demand for statutory services, including a persistently high number of children and young people becoming Looked After. Whilst decision-making and application of thresholds have both been strengthened over the past 18 months, any further net reductions in Looked After Children (LAC) will require different forms of intervention with families before a child is accommodated. Family Group Conferencing is an internationally recognised evidence-based intervention, which originated in New Zealand, and has shown good results in diverting of children from coming from care and reduction in dependency on specialist services, by increasing family capacity to make decisions and increased resilience.</p> |

| SUMMARY | | | |
|----------------|------------------------|---------------------|-----|
| Base Data | Financial Data £000 | Workforce Data | |
| Current budget | 30 | Employees | n/a |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 200 | Year 1 | n/a |
| Year 2 | 100 | Year 2 | n/a |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 300 | Total | 0 |

Key benefits:

Phase 1 of this project delivers on the cross-cutting theme of Value for Money, by replacing the commissioned service with a new, tested provider.

Phase 2 is expected to have an immediate, measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers.

Phase 3: is expected to have medium term (2017/18), measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers. It will achieve this through three measurable benefits

- Decrease the number of children coming into care, with a focus on 15-17 age group
- Increase the number of children/young people returned home
- Reduce the number of short term placements (1week – 6months)

Phase 4 is expected to extend the outcomes from Phase 3 with further positive impacts on the number and duration of cases within other parts of the Children's Social Care system, such as subject to Child in Need or Child Protection plans, and Care Leavers. It achieves this through delivering on two key cross-cutting themes from the Corporate Plan:

- Prevention and early intervention – supporting families to solve their problems before they become too entrenched and to reduce their need for statutory services.
- Working together with our communities – the Family Group conferences model supports wider Council efforts to build family and community resilience by giving a child's wider network a central role in co-producing positive outcomes for the child.
- Providing better outcomes for young people within the criminal justice system

Internal dependencies and external constraints:

Dependent on having an appropriate Looked After Children cohort who would benefit from Family Group Conferences

Procurement strategy:

By May 2017 award a block contract for a Family Group Conferences supplier.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated | 330 | 160 | 0 | 0 | 0 |
| Reduced benefits due to | | | | | |
| Additional Cost Estimated | 130 | 60 | 0 | 0 | 0 |
| Net Impact Cost/(Savings) | 200 | 100 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 200 | 300 | 300 | 300 | 300 |
| Payback Period: 1 years | | | | | |

Family Based Placements

| | |
|----------------------|--|
| Priority | 1 |
| Current Service Area | Looked After Children |
| Responsible Officer: | AD Safeguarding & Social Care/Head of Children in Care |
| Reference: | Family Based Placements |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|--|
| Looked After Children cohort positively impacted via more appropriate care offer | Better permanency outcomes for Looked After Children |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal:</p> <p>By increasing the range and type of in-house foster carers, alongside strengthening our Independent Fostering Agency arrangements, young people will be enabled to remain more locally, in appropriate family based placements which better meet their needs and achieve improved outcomes.</p> <p>An initial review had indicated that there are a small number of children currently in residential placements where we could deliver care closer to home, which would also be better value for money.</p> <p>This will mean that children and young people are provided with placements that better meet their needs as part of our ambition to deliver high quality care for our Looked After Children.</p> <p>Rationale: Analysis has indicated that by offering more family based placements, savings could be achieved, with a focus on those children who would most benefit from being appropriately stepped down into in-house foster care or Independent Fostering Agency.</p> |

| SUMMARY | | | | |
|-----------------------|-----------------------|----------------------------|-----------------------|--|
| | Financial Data | | Workforce Data | |
| Base Data | £000 | | | |
| Current budget | 12,583 | Employees | 147 | |
| Savings/Invest | £000 | Change in employees | | |
| Year 1 | 100 | Year 1 | n/a | |
| Year 2 | 175 | Year 2 | n/a | |
| Year 3 | 0 | Year 3 | | |
| Year 4 | 0 | Year 4 | | |
| Year 5 | 0 | Year 5 | | |
| Total | 275 | Total | 0 | |

| |
|--|
| <p>Benefits:</p> <p>Financial: £275k Outcome: Will better meet the needs of Looked After Children more locally</p> |
|--|

| |
|---|
| <p>Internal dependencies and external constraints:</p> <p>This saving is dependent on the availability of appropriate foster carers and Independent Fostering Agency. arrangements</p> |
|---|

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|---|
| <p>Procurement strategy:</p> <p>A commissioning exercise would need to be undertaken with an Independent Fostering Agency.</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 100 | 175 | 0 | 0 | 0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 100 | 175 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 100 | 275 | 275 | 275 | 275 |
| Payback Period: not applicable | | | | | |

Care Leavers: Semi-Independent Living

| | |
|----------------------|--|
| Priority | 1 |
| Current Service Area | Care Leavers |
| Responsible Officer: | AD Safeguarding & Social Care/Head of Children in Care |
| Reference: | Care Leavers: Semi-Independent Living |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| PROPOSAL | |
|-------------------|---|
| Proposal: | Review the current Semi Independent Living cohort and where appropriate, consider easing the transition to financial independence more efficiently, where care leavers have successfully been supported to live independently. This provision of support would remain in line with statistical neighbours and aligned with the Supporting Housing proposal. |
| Rationale: | The Leaving Care Service has a function to support the transition of living independently for care leavers. Analysis has suggested that an indepth review would identify cases where payments could be ceased and clarify for future. |

| |
|------------------|
| Benefits: |
| Financial: £100k |

| |
|------------------------------|
| Procurement strategy: |
| N/A |

| Impact on Residents | Outcomes |
|---|--|
| Reducing dependence; building financial independence; careleavers living as other young people in the community but with support. | Improved independence for care leavers; better tenancy sustainment; higher employment rates for vulnerable young people. |
| | |
| | |
| | |

| SUMMARY | | | | | |
|-----------------------|--|-------------|----------------------------|--|-----|
| Financial Data | | | Workforce Data | | |
| Base Data | | | £000 | | |
| Current budget | | 1,699 | Employees | | 147 |
| Savings/Invest | | | Change in employees | | |
| (up to) | | £000 | | | |
| Year 1 | | 25 | Year 1 | | n/a |
| Year 2 | | 75 | Year 2 | | n/a |
| Year 3 | | 0 | Year 3 | | |
| Year 4 | | 0 | Year 4 | | |
| Year 5 | | 0 | Year 5 | | |
| Total | | 100 | Total | | 0 |

| |
|--|
| Internal dependencies and external constraints: |
| None |

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated | 25 | 75 | | | |
| Reduced benefits due to | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 25 | 75 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 25 | 100 | 100 | 100 | 100 |
| Payback Period: Not applicable | | | | | |

Adoption and Special Guardianship Order Payments

| | |
|----------------------|--|
| Priority | 1 |
| Current Service Area | Permanency |
| Responsible Officer: | AD Safeguarding & Social Care/Head of Children in Care |
| Reference: | Adoption and Special Guardianship Order Payments |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

PROPOSAL

Proposal:
The proposal is based upon a review of support provision across adoption and Special Guardianship Orders, with a view to bringing the council in line with comparator boroughs and achieve savings through changes in the policy in three areas:

Payments for Adoptive Parents (£298k)
To refresh the payment policy for adoptive parents in order to reduce the spend in this area by limiting the length of time financial support is provided.

Special Guardianship Order Payments (£250k)
To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making this by exception rather than a standard practice

Adoption Transport Allowances (£60k)
To review and refresh the adoption transport allowance in order to reduce spend in this area.

Rationale:
Payments for Adoptive Parents
Whilst it is common practice for support to be offered to adoptive parents this should be provided as an outcome of decisions following the financial capacity assessment. It is thought that by refreshing the policy and implementing it from April 2017, it is possible to reduce payments by having a clear process to follow which includes provision of assessed and time limited financial support.

Special Guardianship Order Payments
To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making bringing payments in line with other local authorities. Initial analysis indicates that savings could be yielded by implementing these changes going forward but it would be highly challenging to do this retrospectively.

Adoption Transport Allowances
There is a need to review the transport payment offer for adoption as there are currently significant transport payments being made. Early analysis indicates that there could be a monthly saving once this expenditure is brought into line.

Benefits:
Financial: £608k

Procurement strategy:
n/a

| Impact on Residents | Outcomes |
|---|-----------------------------------|
| Financial implications for Adopters and guardians | Increased equitability of support |
| | |
| | |
| | |
| | |

SUMMARY

| | | Financial Data | | | Workforce Data |
|-----------------------|-----------------------|----------------|----------------------------|--|----------------|
| Base Data | | £000 | | | |
| | Current budget | 2,739 | Employees | | 147 |
| Savings/Invest | | £000 | Change in employees | | |
| (up to) | Year 1 | 150 | Year 1 | | n/a |
| | Year 2 | 148 | Year 2 | | n/a |
| | Year 3 | 310 | Year 3 | | n/a |
| | Year 4 | 0 | Year 4 | | n/a |
| | Year 5 | 0 | Year 5 | | n/a |
| | Total | 608 | Total | | 0 |

Internal dependencies and external constraints:
This saving is based upon implementation of policy changes

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 150 | 148 | 310 | 0 | 0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 150 | 148 | 310 | 0 | 0 |
| Cumulative Cost/(Savings) | 150 | 298 | 608 | 608 | 608 |
| Payback Period: Not applicable | | | | | |

Supported Housing Review

| | |
|----------------------|---------------------------------|
| Priority | 1 |
| Current Service Area | Supported Housing Review |
| Responsible Officer: | AD Commissioning |
| Reference: | Supported Housing Review |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|-------------------------|---|
| Greater choice | Improved tenancy sustainment for vulnerable young people. |
| Maximising independence | Strengthened independent living skills for vulnerable young people. |
| Reduced admin | Simpler access to streamlined pathway of responsive support for young people. |
| | |
| | |

| PROPOSAL | |
|------------------|--|
| Proposal | <p>To bring together the resources of housing-related support (HRS) and the Children's and Young People's service for homeless young people & care leavers. This will create a coherent pathway of services for these groups, focused on addressing risk and vulnerability, tenancy preparation & breaking the cycle of homelessness. The saving will be possible through the recommissioning of services in 2017, yielding a saving in 2018/19.</p> |
| Rationale | <p>Through a review of supported housing, it has become clear that resources are not currently being optimised. The current service provision and existing pathway is due to be recommissioned in 2017 and there are opportunities to streamline our approach across the Council.</p> <p>There are currently 55 units in the Housing Related Support pathway and an additional 94 semi-independent placements commissioned separately by Council at an annual total cost of around £1.6m.</p> <p>A remodelled pathway with 150 units of varied levels and types of supported housing, with provision for vulnerable and high risk groups, is estimated to have an annual value of £1m.</p> |

| SUMMARY | | | | |
|-----------------------|----------------|--|----------------------------|----------|
| Base Data | Financial Data | | Workforce Data | |
| | £000 | | Employees | |
| Current budget | 1,699 | | n/a | |
| Savings/Invest | £000 | | Change in employees | |
| Year 1 | 600 | | Year 1 | n/a |
| Year 2 | | | Year 2 | |
| Year 3 | | | Year 3 | |
| Year 4 | | | Year 4 | |
| Year 5 | | | Year 5 | |
| Total | 600 | | Total | 0 |

Key benefits:**Financial:**

Modelling assumptions project approximately £600k savings would be made by commissioning an integrated pathway. There will still be provision for those young people who need to be placed outside the pathway for reasons of safety, vulnerability or accessibility.

Non-financial:

maximising opportunities for tenancy preparation to reduce eviction and abandonment of social lettings in future, break the cycle of future homelessness, addressing challenging behaviour, gang affiliation and Violence Against Women and Girls, an integrated pathway has an opportunity to target specialist support to those who need and create environments that are both nurturing and empowering for young people. Adopting a pathway planning needs assessment and support planning process would reduce administration for professionals and young people by adopting one key document for measuring progress and achievements of goals rather than two, giving more time for face to face work between young people and professionals.

Internal dependencies and external constraints

To achieve an integrated pathway, the Housing Related Services Commissioning team would need to be restructured into the social care commissioning team as quickly as possible to ensure expertise & experience on both sides was well utilised.

Buildings would be required as part of the tender process for the pathway - it is expected that these would be offered by providers as part of the tender process for the most part.

Procurement strategy:

Current contracts expire in 2017, a contract extension would need to be issued to ensure continued availability whilst a new model is defined and commissioning arrangements made. It is expected that the new Pathway would be in place in full by April 2018.

Delivery model will take a pathway style, adapted from the one in place in Camden but building on learning from that model to reduce administration and bureaucracy.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 600 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 600 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 600 | 600 | 600 | 600 | 600 |
| Payback Period: n/a | | | | | |

New Models of Care

| | |
|----------------------|---|
| Priority | 1 |
| Current Service Area | Children's Social Care and Health |
| Responsible Officer: | Director of Children's Services/AD Commissioning/Director of Public Health |
| Reference: | New Models of Care |
| Type of saving: | New Delivery Model |
| Version: | 1.0 |

| PROPOSAL |
|--|
| <p>Proposal: There are potentially further savings achievable across Priority 1 through partnerships and joint working including: integration with Haringey CCG, development of an Accountable Care Partnership with Islington Council and both Haringey and Islington CCGs, transformation across North Central London cluster, and shared services with other authorities.</p> <p>These savings have not yet been quantified but we anticipate joint working will add at least £1m by 18/19 to the achievement of savings targets for P1.</p> |
| <p>Rationale: In the context of the MTFS, it is important that services explore opportunities to work together to improve service offer through integration and Value for Money.</p> |

| |
|--|
| <p>Benefits: Financial: £1m</p> |
|--|

| |
|---|
| <p>Procurement strategy: N/A</p> |
|---|

| Impact on Residents | Outcomes |
|--|--|
| More efficient pathways for accessing care | More efficient pathways for accessing care |
| | |
| | |
| | |

| SUMMARY | | | | |
|-----------------------|-----------------------|----------------------------|-----------------------|--|
| Base Data | Financial Data | £000 | Workforce Data | |
| Current budget | pooled budgets | Employees | pooled workforce | |
| Savings/Invest | £000 | Change in employees | | |
| (up to) | | | | |
| Year 1 | 0 | Year 1 | | |
| Year 2 | 1,000 | Year 2 | tbc | |
| Year 3 | 0 | Year 3 | | |
| Year 4 | 0 | Year 4 | | |
| Year 5 | 0 | Year 5 | | |
| Total | <u>1,000</u> | Total | <u>0</u> | |

| |
|---|
| <p>Internal dependencies and external constraints:</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | | 1000 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 1000 | | | |
| Cumulative Cost/(Savings) | 0 | 1000 | 1000 | 1000 | 1000 |
| Payback Period: n/a | | | | | |

Schools & Learning (manage loss of Education Services Grant)

| | |
|----------------------|--|
| Priority | 1 |
| Current Service Area | Schools and Learning |
| Responsible Officer: | AD Schools & Learning |
| Reference: | Schools & Learning (manage loss of Education Services Grant) |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| PROPOSAL |
|---|
| <p>Proposal: The Education Services Grant (ESG) of £2.784m is ceasing. This proposal sets out the four expenditure budgets amounting to £1.325m within the Priority 1 General Fund that can feasibly be reduced, either by funding expenditure from the Dedicated Schools Grant, increasing trading or discontinuing the service.</p> |
| <p>Rationale: The ESG is a non-specific grant but is deemed to underpin three operational budgets in Schools and Learning and a range of corporate overheads covering statutory and regulatory duties. Some of the ESG, £550k, will transfer into the Dedicated Schools Grant (DSG) and can be used to fund the Council's continuing statutory duties; in addition changes to the Schools and Early Years Finance Regulations will allow School Forums to de-delegate DSG from maintained. There are also national changes in early years DSG funding that will limit budgets that can be retained centrally. The proposed transfer to the DSG and consequent savings to the General Fund are summarised below.</p> <ol style="list-style-type: none"> The increase of £550k in the DSG to be retained as a contribution to the cost of statutory and regulatory services. Early Years (£274k) - will be considered as part of the reprioritisation and redesign of centrally retained early years services. Forum's permission will be sought to de-delegate a budget for new redundancy costs in maintained schools (£178k). Permission will also be sought to de-delegate a budget for the Education Welfare Service (£324k). <p>The only possible additional measures should de-delegation from Schools Forum be insufficient or unsuccessful are increased trading or ceasing activities. There is very limited scope for increased trading in Early Years in particular.</p> |

| |
|-------------------------|
| <p>Benefits:</p> |
|-------------------------|

| |
|---|
| <p>Procurement strategy: n/a</p> |
|---|

| Impact on Residents | Outcomes |
|---------------------|----------|
| None | |
| | |
| | |
| | |

| SUMMARY | | | | |
|----------------|--------------|----------------|---------------------|----------|
| | | Financial Data | Workforce Data | |
| Base Data | | £000 | | |
| Current budget | | 2,784 | Employees | 166 |
| Savings/Invest | | £000 | Change in employees | |
| (up to) | | | | |
| | Year 1 | 1,325 | Year 1 | tbc |
| | Year 2 | 0 | Year 2 | |
| | Year 3 | 0 | Year 3 | |
| | Year 4 | 0 | Year 4 | |
| | Year 5 | 0 | Year 5 | |
| | Total | 1,325 | Total | 0 |

| |
|---|
| <p>Internal dependencies and external constraints: Dependent on Schools Forum making a decision on a preferred model</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 1325 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 1325 | | | | |
| Cumulative Cost/(Savings) | 1325 | 1325 | 1325 | 1325 | 1325 |
| Payback Period: n/a | | | | | |

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Corporate Priority 2

Empower all adults to live healthy, long and fulfilling lives

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget | Current Staff | Delivery Risk RAG |
|-----|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|-------------------|------------------|----------------------|
| 2.1 | Supported Housing Review | 475 | 500 | - | - | - | 975 | 20,715 | n/a | Amber |
| 2.2 | Osborne Grove | - | 672 | - | - | - | 672 | 757 | 44 | Red |
| 2.3 | Fees and charges review | 199 | 115 | 84 | - | - | 398 | n/a | n/a | Amber |
| 2.4 | Technology Improvement | 750 | 250 | - | - | - | 1,000 | n/a | 37 | Amber |
| 2.5 | Market efficiencies | 987 | 200 | - | - | - | 1,187 | 52,766 | n/a | Amber |
| 2.6 | New Models of Care | | 1,400 | - | - | - | 1,400 | 70,080 | 390 | Amber |
| | Total | 2,411 | 3,137 | 84 | - | - | 5,632 | | | |

Supported Housing Review

| | |
|----------------------|---------------------------------|
| Priority | 2 & 5 |
| Current Service Area | Supported Housing Commissioning |
| Responsible Officer: | AD Commissioning |
| Reference: | Supported Housing Review |
| Type of saving: | New Delivery Model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|----------------------------------|----------------------------------|
| Maximising independence | Better use of Council resources |
| Greater choice for service users | Support responsive to user needs |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: Supported Housing stock in the borough is not currently used for users with moderate needs in a way which moves people through levels of support and maximises their independence. The proposal is to move users with moderate needs, where appropriate, into independent tenancies with support and to free up to 29 supported housing units for people with high level care needs who might otherwise require residential care.</p> |
| <p>Rationale: As part of the Supported Housing review project it has become clear that supported housing resources are not being maximised. There are currently 58 units of housing-related support accommodation for people with learning disabilities. It is estimated that about 50% of the people living in this supported housing type have lower support needs and minimal, if any, social services involvement.</p> <p>If those who are able to manage living more independently were supported into their own tenancies via a proposed Keyring scheme (independent tenancies in a cluster with a community support worker), 29 suitable properties would become available for people moving on from residential care. The remaining 29 properties are recommended to remain as a preventative supported housing service for people with mild to moderate learning disabilities who are unable to live independently or with parents/carers.</p> |

| SUMMARY | | | | |
|-----------------------|--|-----------------------|----------------------------|-----------------------|
| | | Financial Data | | Workforce Data |
| | | £000 | | |
| Base Data | | | Employees | |
| Current budget | | 20,715 | | n/a |
| | | | | |
| | | £000 | Change in employees | |
| Savings/Invest | | | | |
| Year 1 | | £475 | Year 1 | n/a |
| Year 2 | | £500 | Year 2 | n/a |
| Year 3 | | £0 | Year 3 | |
| Year 4 | | £0 | Year 4 | |
| Year 5 | | £0 | Year 5 | |
| Total | | 975 | Total | 0 |

Key benefits - financial and non-financial

Financial:

If existing Housing Related Support units were available for supported living accommodation for people moving out of residential care, an estimated annual saving of £34k per person could be made based on average weekly unit costs and the assumption that a rationalised Housing Related Support contribution of £150 pppw would continue in all units (Housing Related Support contribution of £7,800 per annum has not been added to the estimated annual saving although it would save a further £225k against current ASC spend over the 2 years if considered separately).

A phased transition process, re-purposing 29 units and transitioning 29 people over two years would create savings in Year One of £475k and in Year Two of £500k.

Non-financial:

Maximising independence and autonomy for adults with learning disabilities who are living either in residential care or other types of supported housing. This would rebalance preventative supported housing for this client group with the understanding of the need to support people in settings with the most appropriate level of support, enabling them to transition from residential care and higher levels of support where possible.

Procurement strategy

No procurement strategy is needed, contracts exist between providers and the council already for accommodation based services for people with learning disabilities. There is a question of how the commissioning of services will change moving forward once budgets are fully integrated.

A strategy will be required for moving on those people currently in supported housing units who are able to move into more independent living through the Keyring scheme.

Internal dependencies and external constraints

Dependencies:

The proposal would require sufficient lead-in time to support those in current Housing Related Support provision to move into more independent tenancies. The council needs to make a decision about offering some of those affected social lettings to speed up the process and also to ensure that moving those affected does not result in tenancy failures and additional costs.

It may be necessary to make changes to rooms to accommodate particular needs, this may incur additional capital costs but the amount is unclear until individuals are identified.

Additionally, the Housing Related Support Commissioning Team will need to be restructured as part of the change in commissioning and Budgetary responsibility. This process could run concurrently.

Constraints:

It is possible that Housing Related Support providers will not consent to this proposal. However, initial conversations with two of four providers have been positive and 3 of the 4 providers are already adult social care providers, so are equipped and engaged in the supported living market.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 475 | 500 | 0 | 0 | 0 |
| Reduced benefits due to lead-on time (if applicable) | 0 | 0 | | | |
| Additional Cost Estimated | 0 | 0 | | | |
| Net Impact Cost/(Savings) | 475 | 500 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 475 | 975 | 975 | 975 | 975 |
| Payback Period: N/A | | | | | |

Osborne Grove

| | |
|----------------------|--|
| Priority | 2 |
| Current Service Area | Prevention Services - Residential Nursing Home |
| Responsbile Officer: | AD Commissioning |
| Reference: | Osborne Grove |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|-------------------------|--|
| Continuity of provision | Best use of Council's assets to support scarce nursing provision in the borough |
| Local provision | Residents better able to remain connected with their local communities; families closer to provision |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: Currently the weekly cost per bed at Osborne Grove is £1,214 which is higher than the average market rate of nursing care at £824/week. There is significant demand for nursing care and limited capacity in Haringey and locally. This has prompted consideration of whether the Osborne Grove site could deliver extra capacity. The site overall has been assessed as underused and offering potential for expansion either to create more nursing beds or extra care sheltered units, both of which are needed locally.</p> <p>Given the good location and condition of the site, an opportunity lies in making better use of both of the day centre and car park, for example through: leasing out the space to an independent provider; converting the space into supported living accommodation; building additional nursing care, extra care or supported living accommodation across the site.</p> <p>An options appraisal is underway to maximise the number of units which can be offered from the site, to reduce unit costs and to maintain care in a sustainable way. In each of the options, the current nursing care capacity of 32 beds would be maintained. Any additional capacity created would either be of nursing beds or extra care sheltered housing units, which could include shared or outright ownership models. Options range from procuring an alternative provider to develop out the site and/or to provide care to maintaining the current model and capacity.</p> |
| <p>Rationale: Modelling suggests that:</p> <ol style="list-style-type: none"> Cashable savings are derived from the difference between the current cost of the service (£1,214/person per week) to fixing this cost to the market rate (£824 is assumed) with additional savings potential from 19/20 if rent is charged; The potential income that could be generated from each of these strategies ranges from £30K -£100K / annum. <p>There are a variety of potential options to be explored within this broad proposal and an options appraisal is underway. The range of savings associated with different options are £0 to £672k.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | 757 | Employees | 44 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 0 | Year 1 | |
| Year 2 | 672 | Year 2 | n/a |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 672 | Total | 0 |

Key benefits - financial and non-financial

Local Provision.
 Continuity for residents.
 Market prices for in-house provision.
 Making best use of Council assets.

Internal dependencies and external constraints

Depending on options analysis, may require consultation and member decision.

Procurement strategy:

This will depend on the outcome of the options appraisal.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | | 672 | 0 | 0 | 0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 672 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 672 | 672 | 672 | 672 |
| Payback Period: n/a | | | | | |

Fees and Charges Review

| | |
|----------------------|---------------------------------------|
| Priority | 2 |
| Current Service Area | Packages of Care and Direct Provision |
| Responsible Officer: | AD Adults Social Care |
| Reference: | Fees and Charges Review |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---------------------------------|---|
| Higher charges for some clients | Maximising funding available for adult social care services |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: To amend fees and charges to bring them into line with other London boroughs and to enable cost recovery where possible and appropriate.</p> |
| <p>Rationale: Savings opportunities are: -Disability Related Expenditure (£328k), Haringey currently operates a 65% (£35.82) disregard and this policy has stayed the same since 2004. Other authorities have reduced the DRE and the range is from a flat rate of £10.00 to a rate of 35% (£19.00). Haringey is proposing to operate a DRE of £40%, (£22.04) by 2019/20 (ie 55% (£30.31 per week) saving an estimated £129k in 2017/18, 45% (£24.80 per week) saving an estimated £244k in 2018/19. -Transport to day opportunities (£61k) charging users, who have been assessed as having the ability to pay, for the full cost of transport as part of the charge for the overall package of care. -Self-funders administration fee (£9k). We currently manage care provision for 64 full-cost service users (those deemed to have enough disposable income to full pay for their own care) and do not charge. The proposal is to implement an administration fee.</p> |

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | n/a | | n/a |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 199 | Year 1 | n/a |
| Year 2 | 115 | Year 2 | n/a |
| Year 3 | 84 | Year 3 | n/a |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 398 | Total | 0 |

Key benefits:
Financial Savings

Internal dependencies and external constraints:
May need consultation

Procurement strategy:
None

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | £199 | £115 | £84 | £0 | £0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | £199 | £115 | £84 | £0 | £0 |
| Cumulative Cost/(Savings) | £199 | £314 | £398 | £398 | £398 |
| Payback Period: n/a | | | | | |

Technology Improvement

| | |
|----------------------|-----------------------------------|
| Priority | 2 |
| Current Service Area | Adult Social Care / Commissioning |
| Responsible Officer: | AD Commissioning |
| Reference: | Technology Improvement |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|---|
| Maximising independence | New service model to reduce costs and provide better care |
| Greater access to support in the community | Signposting residents to most appropriate sources of care |
| | |
| | |
| | |

| PROPOSAL - STRATEGIC CASE | |
|---------------------------|--|
| Proposal: | Using technology to maximise independence, including a particular focus on utilising Assistive Technology (AT) and online information to signpost and enable residents to self-assess. |
| Rationale: | <p><u>1. Assistive Technology (AT)</u> Advances in AT can be used to improve the individual's quality of life, at the same time reducing the costs to Haringey. Areas being considered are:</p> <ol style="list-style-type: none"> 1) AT that can assist in helping someone with dementia living at home for longer than they currently are - this reduces reliance on residential care. 2) Reduction in home care hours where assessments indicate that AT can be beneficial for the service user, including reduction in double up care. 3) Exploration of using AT to replace sleep in or waking night staff in Supported Living accommodation <p><u>2. Online information and self-assessment</u> Developing a more accessible and comprehensive online information and advice offer will help to signpost to support in the community and reduce the number of contacts coming through to adult social care. An easy to use self-assessment tool will ensure that users are signposted to community support where appropriate, and unnecessary assessments are reduced. Cost-benefit analysis of this approach in other LAs shows significant savings can be made.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | n/a | Employees | 37 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 750 | Year 1 | n/a |
| Year 2 | 250 | Year 2 | n/a |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 1,000 | Total | 0 |

BENEFITS CASE

Key benefits:

Financial - Work elsewhere has indicated that AT can create savings for the authority, both around costs for existing service users and also those that are new to the service. The anticipated annual savings are calculated at being £800k in respect of older persons, and £200k in respect of working age adults. Cost-benefit analysis in Plymouth against online information and self-assessment has shown savings from reduced contacts. A robust business case specific to Haringey is being developed.

Non-Financial - The use of AT and online information and assessment promotes independence and improves quality of life. These activities enable residents to find support in the community and to remain in their home, deferring moves into Residential Care or receiving other packages of support when they are not necessary.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 750 | 250 | 0 | 0 | 0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | £750 | £250 | £0 | £0 | £0 |
| Cumulative Cost/(Savings) | £750 | £1,000 | £1,000 | £1,000 | £1,000 |
| Payback Period: N/A | | | | | |

Market Efficiencies

| | |
|----------------------|-----------------------------------|
| Priority | 2 |
| Current Service Area | Adult Social Care / Commissioning |
| Responsible Officer: | Head of Strategic Commissioning |
| Reference: | Market Efficiencies |
| Type of saving: | Efficiencies / savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|--|
| Reduced subsidy for meals on wheels | Best use of resources |
| Commissioning for outcomes so that care and support can be more flexible and responsive | Increased independence even in high need settings and Care will be responsive to changing levels of need |
| | |
| | |
| | |

| PROPOSAL - STRATEGIC CASE |
|---|
| <p>Proposal: Through 5 different approaches, reduce costs incurred in commissioning packages of care for clients.</p> |
| <p>Rationale: Reduce the cost of care packages through:</p> <ol style="list-style-type: none"> 1. Implementing a new approach to residential and nursing procurement to reduce costs working with boroughs across North Central London. 2. Gaining leverage on providers in Learning Disabilities and Mental Health to negotiate price reductions in existing packages with an increased focus on maximising independence. 3. Developing new care and delivery models for people with the most complex needs and behaviour that challenges. 4. Changing the terms of the residential placement agreement to reduce the amount Haringey will pay when service users are hospitalised in line with comparator boroughs; a one off debt recovery from care homes against hospitalisation of service users. 5. Ending the subsidy for meals on wheels. There are a range of options available for people needing support to access a hot meal during the day. Going forward the role of the Council will be to help the individual to decide which meals option they want to take up and this will be explored as part of the assessment and support planning process. Users will be able to access culturally specific meals, with a range available as part of the options being explored both for delivery and in the community. We are seeking to ensure consistency of costs but some currently appear more expensive. This will need to be considered as part of the EqIA. Where a luncheon club is an assessed need and the user is eligible for adult social care transport will be arranged. |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | 52,766 | Employees | n/a |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 987 | Year 1 | n/a |
| Year 2 | 200 | Year 2 | |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 1,187 | Total | 0 |

BENEFITS CASE

Key Benefits:

1. Managing residential and nursing costs down across the North Central London cluster through a shared approach to purchasing, price banding and use of dynamic purchasing system. Reduction of costs from current position to costs in line with comparators yields £515k cost savings per annum.
2. It is estimated that c£500k of recurring savings can be negotiated. This estimate is based on the level of spend, the higher than average unit costs and the levels achieved in other areas. This is likely to be realised with half the savings achieved in 17/18 and the remainder achieved in 18/19.
3. Introduction of commissioning using both Positive Behaviour Support and Progression models: both offer very intensive support in first 12 weeks of transition into a supported living setting with a focus on outcomes which can be delivered with lower levels of care.
4. Haringey Council currently uses a residential placement agreement that specifies the Council will pay for 100% of service user fees for two weeks after hospitalisation, 90% of fees for the subsequent six weeks and 50% thereafter. These terms are more generous than other councils. It is recommended that this clause is changed to 100% for the first two weeks, 90% for the subsequent two weeks and then 50% thereafter. This will yield £50k per annum. It is also estimated there a one-off debt recovery of £50k (achieved in 17/18) where care homes have failed to notify Haringey of hospitalisation beyond two weeks.
5. An annual £122k could be realised through ending the subsidy for meals on wheels.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | £987 | £200 | £0 | £0 | £0 |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | £987 | £200 | £0 | £0 | £0 |
| Cumulative Cost/(Savings) | £987 | £1,187 | £1,187 | £1,187 | £1,187 |

Payback Period: N/A

New Models of Care

| | |
|----------------------|-----------------------------------|
| Priority | 2 |
| Current Service Area | Adult Social Care / Commissioning |
| Responsible Officer: | Director of Adults Social Care |
| Reference: | New Models of Care |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|--|
| Greater emphasis on prevention of needs escalating | Synergies from joining up services |
| Greater independence for service users | Better use of resources within a clear operating model |
| | |
| | |

| PROPOSAL - STRATEGIC CASE |
|--|
| <p>Proposal: There are potentially substantial savings achievable across Priority 2 from moving to an integrated model of delivery. The largest element of this will be savings made through integration with (i) Haringey CCG, (ii) Wellbeing Partnership with Islington Council and CCG and (iii) additional savings across North Central London cluster.</p> <p>There are additional potential savings as a result of proposals to redesign adult social care through (i) further reductions in new packages of care through a more preventative approach linked into primary care and community services (ii) further staff reductions as part of the service redesign, including through more integrated ways of working. This would include at services provided currently through Adults Social Care, Public Health and the Clinical Commissioning Group.</p> |
| <p>Rationale: These proposals are at an early stage of development. Nonetheless, other authorities in London have been developing collaborative partnerships with neighbours or with health partners and these have indicated scope for doing things better together and saving money through having more resource overall to use flexibly and innovatively. The savings proposed for Haringey draw from those achieved in models elsewhere.</p> |

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | 70,080 | | 390 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 0 | Year 1 | |
| Year 2 | 1,400 | Year 2 | 15-20 |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | <u>1,400</u> | Total | <u>15 - 20</u> |

Key Benefits:
 Collaborative working.
 Opportunity to redesign services.
 Minimise costs on transactions between organisations.
 Efficiencies and synergies.

Internal dependencies and external constraints
 None

Procurement strategy
 n/a

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | | £1,400 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | £0 | £1,400 | £0 | £0 | £0 |
| Cumulative Cost/(Savings) | £0 | £1,400 | £1,400 | £1,400 | £1,400 |
| Payback Period: N/A | | | | | |

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Corporate Priority 3

A clean and safe borough where people are proud to live

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget | Current Staff | Delivery Risk RAG |
|------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-------------------|------------------|----------------------|
| 3.1 | Charge Green waste - income generation | 375 | 375 | | | | 750 | N/A | N/A | Amber |
| 3.2 | Charging for Bulky Household Waste | 300 | 100 | | | | 400 | N/A | N/A | Green |
| 3.3 | Charging for Replacement Wheelie Bins | 100 | 50 | | | | 150 | N/A | N/A | Green |
| 3.4 | Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc... | 50 | 50 | | | | 100 | N/A | N/A | Green |
| 3.5 | Flats Above Shops -Provision of bags - Service reduction | 120 | | | | | 120 | N/A | N/A | Green |
| 3.6 | Reduce Outreach/ Education team - Service reduction | 50 | 65 | | | | 115 | N/A | N/A | Green |
| 3.7 | Closure of Park View Road R&R - Service reduction | 115 | 115 | | | | 230 | N/A | N/A | Green |
| 3.8 | Veolia Operational Efficiencies | 200 | | | | | 200 | N/A | N/A | Green |
| 3.9 | Rationalisation of Parking Visitor Permits | 125 | 225 | | | | 350 | N/A | N/A | Green |
| 3.10 | New Parking Operating Model | | 920 | | | | 920 | N/A | 70 | Amber |
| 3.11 | Relocation of Parking/CCTV processes and appeals | | 380 | | | | 380 | N/A | 13 | Amber |
| 3.12 | Cashless Parking Payments | 150 | | | | | 150 | N/A | N/A | Green |
| 3.13 | Online Parking Permit Applications & Visitor Permits | | | 50 | | | 50 | N/A | N/A | Amber |
| 3.14 | Parking New IT Platform | | | 100 | | | 100 | N/A | N/A | Amber |
| 3.15 | Sustainable Transport in CO2 Parking Permit Charge | 100 | 300 | | | | 400 | N/A | N/A | Green |
| | Total | 1,685 | 2,580 | 150 | - | - | 4,415 | | | |

Green Waste Charging

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Commercial & Ops - Neighbourhood Action |
| Reference: | Green Waste Charging |
| Type of saving: | Increase in income |
| Responsible Officer: | Waste Strategy Manager |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|--|
| Free garden waste collection service stops | Resident satisfaction rates decrease |
| | Potential increase in fly tipping |
| | Reduction in recycling rate - 2% |
| | Potential greater contamination of Dry Recycling |
| | Increased side waste |

| PROPOSAL |
|---|
| <p>Proposal: Charging for Garden Waste: Stopping the current free weekly universal green waste collection service and reverting to a weekly opt in charged green waste collection service. The charge would be set at £75 per annum.</p> |
| <p>Rationale: Green garden waste is household waste for which a charge can be made for the collection. The service will be paid for by those who opt in only rather than a contract cost which is funded universally by all residents.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 375 | Year 1 | n/a |
| Year 2 | 375 | Year 2 | n/a |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 750 | Total | 0 |

| Key benefits: |
|--|
| <p>An estimate of £150K has been deducted and includes, call centre, IT development, container costs administration and any additional treatment/disposal costs. By charging for green waste and proposing that we provide composting bins 'at costs' we will be encouraging residents to deal with their waste sustainably at source.</p> |

| Internal dependencies and external constraints: |
|--|
| <p>Chargeable service will be fully administered by Veolia. Develop IT booking provision. Will need to complete a communications plan.</p> |

Procurement strategy - N/A

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 375 | 375 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 375 | 375 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 375 | 750 | 750 | 750 | 750 |
| Payback Period: n/a | | | | | |

Charge for Bulky Household Waste

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Commercial & Ops - Neighbourhood Action |
| Reference: | Charge for Bulky Household Waste |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|--------------------------------------|
| Stopping a free bulk waste collection service to a | Fly tipping may increase |
| | Increased use of R & R |
| | Resident Satisfaction may be reduced |
| | Could increase side waste |

| PROPOSAL |
|---|
| <p>Proposal: To move from a free bulk collection service for recyclables to a standard bulky waste collection service where a charge of £25 would be levied for the collection of up to 4 items plus £10 for each additional item.</p> |
| <p>Rationale:</p> <ul style="list-style-type: none"> - 24 London boroughs charge for all bulky collections. - 10 offer some form of concession. - In North London – only Hackney and Waltham Forest also have some element of free bulky collections - Evidence from Newham saw a 75% reduction demand with no discernible increase in fly-tipping when they introduced a charge. - Modelled a 60% drop in demand for bulky collections from 30,850 p/a to 11500 p/a. <p>Impact on recycling rate will be low as material will still go to the bulk waste recycle facility at Edmonton.</p> |

| SUMMARY | | | | |
|----------------|--------|----------------|---------------------|-----|
| | | Financial Data | Workforce Data | |
| Base Data | | £000 | | |
| Current budget | | N/A | Employees | N/A |
| Savings/Invest | | £000 | Change in employees | |
| | Year 1 | 300 | Year 1 | n/a |
| | Year 2 | 100 | Year 2 | n/a |
| | Year 3 | | Year 3 | |
| | Year 4 | | Year 4 | |
| | Year 5 | | Year 5 | |
| | Total | 400 | Total | 0 |

| |
|--|
| <p>Key benefits</p> <p>Total savings and Income generated has been estimated at £400K pa based on the demand levels noted above and an average price of £35 per collection.</p> |
|--|

| |
|--|
| <p>Internal dependencies and external constraints</p> <ul style="list-style-type: none"> - Likely to lead to increase in tonnage through Reuse & Recycling centres. - Veolia will need to develop with the Council an IT online booking system. - A Communications plan will need to be developed. |
|--|

| |
|---|
| <p>Procurement strategy</p> <p>N/A</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 300 | 100 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 300 | 100 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 300 | 400 | 400 | 400 | 400 |
| Payback Period: n/a | | | | | |

Charging for replacement wheelie bins

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Commercial & Ops - Neighbourhood Action |
| Reference: | Charging for replacement wheelie bins |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|---------------------------------|
| Free service becoming chargeable for new or replacement residual and recycling bins | May discourage recycling |
| | Increase in stolen bins |
| | Impact on resident satisfaction |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: Charging for new and replacement containers to residents for both recycling and residual bins.</p> |
| <p>Rationale: Based on the assumption that once the charge is introduced demand for containers will reduce by 50%, resulting in the number of requests for containers reducing from 8,000 to 4,000. The savings are made up of two components, the reduction in the current contractual sum (£100K) together with a profit of £11.00 per bin equating to an annual sum of £50K. It is assumed that both recycling and residual bins will be charged for.</p> <p>Creates a value to the bins – engender greater responsibility for looking after bins and responsible waste management. Some other local authorities charge for replacement containers – Enfield and Brent for example.</p> <p>The Outreach team would continue to vet requests to encourage recycling and correct use and allocation of containers.</p> |

| SUMMARY | | | | |
|----------------|----------------|-----|---------------------|-----|
| | Financial Data | | Workforce Data | |
| Base Data | £000 | | Employees | |
| Current budget | N/A | | N/A | |
| Savings/Invest | £000 | | Change in employees | |
| | Year 1 | 100 | Year 1 | n/a |
| | Year 2 | 50 | Year 2 | n/a |
| | Year 3 | | Year 3 | |
| | Year 4 | | Year 4 | |
| | Year 5 | | Year 5 | |
| | Total | 150 | Total | 0 |

| |
|---|
| <p>Key benefits: Total Income generated has been estimated at £100K in the 1st year and £50k in the following year based on the demand levels noted above.</p> |
|---|

| |
|---|
| <p>Internal dependencies and external constraints: Continued outreach team to determine residents needs. Risk that if this policy is announced in advance it could lead to a demand on containers whilst still free. New IT / online payment system to be developed with Veolia.</p> |
|---|

| |
|--|
| <p>Procurement strategy N/A</p> |
|--|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 100 | 50 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 100 | 50 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 100 | 150 | 150 | 150 | 150 |
| Payback Period: n/a | | | | | |

Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Commercial & Ops - Neighbourhood Action |
| Reference: | Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc... |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|---|
| | May discourage recycling |
| Free service to Managing agents/developers becoming chargeable for supply/replacement of Communal Recycling bins - possibility of costs being passed to residents | Charging for recycling bin hire would make flats policy consistent with schools bin charges |
| | Could increase levels of stolen bins |
| | Could increase side waste |

| PROPOSAL |
|--|
| <p>Proposal: Extend charging of managing agents/developers for hire/replacement of communal recycling bins and review communal residual bin hire charge</p> |
| <p>Rationale: Currently managing agents of blocks of flats are charged £145/year (£2.80/week) for Communal Residual Waste bin hire but Communal Recycling bins are made available free of charge, at the council's expense for supply, repair/maintenance and replacement. Set Recycling Hire @ £145/year (£2.80/week); Additional Income = £100K Increase Residual hire charge by 20% to £3.40 per week = £20K additional income</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 50 | Year 1 | n/a |
| Year 2 | 50 | Year 2 | n/a |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 100 | Total | 0 |

| |
|---|
| <p>Key benefits: Total Income generated has been estimated at £50K pa.</p> |
|---|

| |
|---|
| <p>Internal dependencies and external constraints: Income not guaranteed</p> |
|---|

| |
|---|
| <p>Procurement strategy: N/A</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 50 | 50 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 50 | 50 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 50 | 100 | 100 | 100 | 100 |
| Payback Period: n/a | | | | | |

Flats Above Shops - Provision of Bags

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Commercial & Ops - Neighbourhood Action |
| Reference: | Flats Above Shops - Provision of Bags |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|----------------------------------|
| Limited impact as service is not widely used by residents | May reduce resident satisfaction |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: Cease to provide and deliver pink sacks for residual waste and green sacks for recycling to Flats Above Shops. It is proposed that green sacks for recycling will continue to be provided for free but will need to be collected from libraries/ Customer Service Centres directly by residents.</p> |
| <p>Rationale: On a quarterly basis approximately 10,000 sacks for residual and recycling waste are provided and delivered to Flats Above Shops. The savings in total are £120K pa and are roughly split 50/50 between recycling and residual. Reviewing how waste is presented on our High Streets (14 x collections per week) there is limited use of these sacks by the residents in the FAS. Limited recycling tonnage is collected from FAS less than 0.05%.</p> |

| SUMMARY | | | |
|-----------------------|--------------|----------------|---|
| | | Financial Data | Workforce Data |
| Base Data | | £000 | |
| Current budget | | N/A | Employees N/A |
| Savings/Invest | | £000 | Change in employees |
| | Year 1 | 120 | Year 1 n/a |
| | Year 2 | | Year 2 |
| | Year 3 | | Year 3 |
| | Year 4 | | Year 4 |
| | Year 5 | | Year 5 |
| | Total | <u>120</u> | Total <u>0</u> |

| |
|--|
| <p>Key benefits: A total saving of £120K.</p> |
|--|

| |
|---|
| <p>Internal dependencies and external constraints: Retain funding to provide recycling sacks on request/from libraries – no more than £5K p.a.</p> |
|---|

| |
|---|
| <p>Procurement strategy: N/A</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 120 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 120 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 120 | 120 | 120 | 120 | 120 |
| Payback Period: n/a | | | | | |

Reduce Education & Outreach Team

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Commercial & Ops - Neighbourhood Action |
| Reference: | Reduce Education & Outreach Team |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|---------------------------------------|
| Potentially less engagement/ communications with residents on waste minimisation, recycling and waste collection issues | Reduced recycling |
| | Increased fly tipping |
| | Residents satisfaction levels reduced |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: Restructure entire Veolia Communications, Education & Outreach function and reduce Education/Outreach team by 50%.</p> |
| <p>Rationale: Following changes in the Veolia contract with service level reductions and changes in legislation relating to recycling (i.e. TEEP) the need for Veolia to have all the tools to deliver performance targets has reduced. Therefore it is proposed to reduce the educational and outreach team and review how the remaining resources can be used more effectively by working more closely with Council's communication team.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 50 | Year 1 | n/a |
| Year 2 | 65 | Year 2 | n/a |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 115 | Total | 0 |

| |
|---|
| <p>Key benefits: The proposed changes would deliver a savings of £115K pa.</p> |
|---|

| |
|--|
| <p>Internal dependencies and external constraints: Review and negotiation of contractual performance targets/ payment mechanism with Veolia. There will be a greater need for the outreach team to support the other income/service change proposals as set out in this document. Therefore savings split over two years.</p> |
|--|

Procurement strategy:

Personnel Implications:

Up to 4 Veolia staff members could be made redundant. The Council will be liable for redundancy payments.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 50 | 65 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 50 | 65 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 50 | 115 | 115 | 115 | 115 |
| Payback Period: n/a | | | | | |

Close Park View Road R&R

| | |
|----------------------|----------------------------|
| Priority | 3 |
| Current Service Area | Commercial & Ops |
| Reference: | Close Park View Road R&R |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--------------------------|------------------------------------|
| Reduction of an R&R site | Reduction in resident satisfaction |
| | Potential increase in fly tipping |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: To close the Park View Road Reuse and Recycling Centre</p> |
| <p>Rationale: Historically Haringey has had only one Reuse and Recycling Centre, which has been a small site on Park View Road (PVR), Tottenham. The borough now has a larger second site in the centre of the borough, which can cater for the waste which is currently deposited at PVR. The impact of the closure of PVR is assumed to be minimal as those who wish to responsibly dispose of their waste in a car will travel to an alternative site within the NLWA network, including the Western Road site. As part of its DCO application NLWA intend to add to the current network by building a new R&R site at Edmonton in 2020/21. The PVR site is earmarked for redevelopment as part of the wider regeneration proposals for residential housing/ new school on Ashley Road Depot. Relocating the site locally (Sedge Road) has been considered, however the cost of this site has been estimated at a £1m plus and would not deliver the £230K revenue savings. Also the site could be made redundant with the building of the new R&R site at Edmonton.</p> |

| SUMMARY | | | | |
|----------------|------------------------|---------------------|----------------|-----|
| Base Data | Financial Data £000 | Employees | Workforce Data | |
| Current budget | N/A | | | N/A |
| Savings/Invest | £000 | Change in employees | | |
| Year 1 | 115 | Year 1 | n/a | |
| Year 2 | 115 | Year 2 | n/a | |
| Year 3 | | Year 3 | | |
| Year 4 | | Year 4 | | |
| Year 5 | | Year 5 | | |
| Total | 230 | Total | 0 | |

| |
|---|
| <p>Key benefits: Revenue savings of £230K paid to NLWA through the levy payment.</p> |
|---|

| |
|---|
| <p>Internal dependencies and external constraints: Value of the regeneration site at Ashley Road has been calculated on the site being vacant, including the PVR R&R. The capital receipt for this site is helping to fund the proposed new depot site/ development at Marsh Lane.</p> |
|---|

| |
|--|
| <p>Procurement strategy: Personnel Implications: London Waste Limited will need to relocate or make redundant up to 5 staff</p> |
|--|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 115 | 115 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 115 | 115 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 115 | 230 | 230 | 230 | 230 |
| Payback Period: n/a | | | | | |

Veolia Operational Efficiencies

| | |
|----------------------|---------------------------------|
| Priority | 3 |
| Current Service Area | Commercial & Ops |
| Reference: | Veolia Operational Efficiencies |
| Responsible Officer: | Waste Strategy Manager |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|----------|
| Proposals are intended to have minimal or no impact | n/a |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: To deliver the following operational efficiency savings which seeks to minimise any impacts and to continue to meet existing performance outputs. It is assumed that the proposals will not result in any change of policy.</p> <ol style="list-style-type: none"> 1) To reduce Weed Spraying from 3 to 2 pa; 2) Reduce leaf clearing resourcing; 3) Change graffiti service from a proactive to a reactive service; 4) Increase commercial waste portfolio; and 5) Extend leases on Veolia vehicles. <p>In order to give flexibility around these savings it is proposed that only 2/3rds of the savings are utilised as operational changes are tested and proven.</p> |
| <p>Rationale:</p> <ol style="list-style-type: none"> 1) - Weed Spraying - that sweepers take a more proactive approach to remove weeds all year round to reduce the need for weed spraying; 2) - Leafing - to reduce the 14 week additional resource period during leafing to a 10 week period. The service will be redesigned to meet actual needs on the ground. 3) - Graffiti - moving to a reactive service where graffiti will be removed between 3 to 5 days. Offensive, racist etc, graffiti will still be removed in 24 hours. 4) - Trade waste - building the customer base and generating further profit which is shared with Veolia on 50/50 basis. 5) - Extend a number of Veolia vehicle leases by up to 2 years. |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 200 | Year 1 | n/a |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 200 | Total | 0 |

| |
|---|
| <p>Key benefits: In total the savings accrue to £300K , however it has been recommended that 2/3rds of the savings are utilised (£200K) to enable a flexible approach to reallocate funds if required to ensure required performance outputs are met.</p> <ol style="list-style-type: none"> 1) Weed Spraying - £20K; 2) Leafing - £45K; 3) Graffiti - £100K; 4) Trade Waste - £50K; and 5) Vehicle Leases - £85K |
|---|

| |
|---|
| <p>Internal dependencies and external constraints:</p> |
|---|

Procurement strategy:

Personnel Implications: This relates to Veolia sub contractors and temporary staff employed by Veolia during leafing.

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 200 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 200 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 200 | 200 | 200 | 200 | 200 |
| Payback Period: n/a | | | | | |

Rationalisation of Visitors Permits and increase in hourly permit charge.

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Traffic Management |
| Reference: | Rationalisation of Visitors Permits and increase in hourly permit charge. |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|--|
| Residents will have to pay more for VP | Less VPs issued |
| Residents aged between 60 and 75 will no longer be entitled to a concession | More journeys undertaken by walking, cycling or public transport |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: This involves a review of the Visitor Parking (VP) Permit scheme, rationalising provision of permits and bringing charges in line with other boroughs, see below.</p> <p>Proposals also involve reducing the concessionary entitlement, which currently offers a 50% reduction in charge to residents aged 60 years or over, and those registered disabled (this group is also allowed double the normal allocation of permits). In future it is proposed that this concession will be limited to those aged 75 years or over. No change is proposed to those residents registered as disabled.</p> <p>The proposals include a reduction in the range of different types of VP permits offered, reducing unnecessary overheads. This will involve removing the two hourly, weekend and two weekly Permits. It is proposed to increase the VP from 35p to 80p per hour.</p> |
| <p>Rationale: For a borough with Inner London parking pressures the cost of an hourly visitor permit is low, which in turn does not help to manage demand for parking space and encourage residents and visitors to walk, cycle or use public transport. Rationalisation of the number of permits will help the administration of the scheme and reduce overheads.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 125 | Year 1 | n/a |
| Year 2 | 225 | Year 2 | n/a |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 350 | Total | 0 |

| |
|--|
| <p>Key benefits: This would involve removing the current limit on the number of hourly permits that may be purchased, but increasing charges from 35p per hour to either; -60p per hour, which would generate in the region of an additional £250k annually or -80p per hour, which would generate in the region of an additional £300k annually Both estimates take account of a possible reduction in the numbers purchased The concession change would result in a saving of £50K.</p> |
|--|

| |
|--|
| <p>Internal dependencies and external constraints: Will require IT development and working closely with Customer Services</p> |
|--|

Procurement strategy:

N/A

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 125 | 225 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 125 | 225 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 125 | 350 | 350 | 350 | 350 |
| Payback Period: n/a | | | | | |

New Parking Operating Model

| | |
|----------------------|-----------------------------|
| Priority | 3 |
| Current Service Area | Traffic Management |
| Reference: | New Parking Operating Model |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---------------------|----------|
| None | None |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: To consider the delivery of a new parking enforcement operating model. For the purpose of the financial modelling it is assumed that the existing MTFS saving of £600K relating to this proposal is all moved to the new MTFS. One of the options being considered is the provision of a labour only type model (as utilised in Westminster) where strategic and tactical deployment of staff will still be undertaken by the Council.</p> |
| <p>Rationale: A detailed financial analysis undertaken by consultants supporting the commissioning project estimated savings over and above those originally anticipated in the existing MTFS- £600k. The new savings by moving to this model has been estimated at £920K.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | 70 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | | Year 1 | |
| Year 2 | 920 | Year 2 | 55 |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 920 | Total | 55 |

| |
|--|
| <p>Key benefits: The total potential savings identified by moving to the new operating model is estimated at £920K.</p> |
|--|

| |
|--|
| <p>Internal dependencies and external constraints: - If agreed the Council will need to take a commercial position on the where the service will be accommodated.</p> |
|--|

Procurement strategy:

A full procurement of the service would need to be undertaken taking between 12 to 18 months

Personnel Implications: If agreed 75 staff would be transferred (TUPEd) to a new provider

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | | 920 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 920 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 920 | 920 | 920 | 920 |
| Payback Period: N/A | | | | | |

Relocating Parking/CCTV Back office Processing & Appeals

| | |
|----------------------|--|
| Priority | 3 |
| Current Service Area | Traffic management |
| Reference: | Relocating Parking/CCTV Back office Processing & Appeals |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---------------------|----------|
| None | None |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: To relocate 1st stage parking appeals and CCTV enforcement processing outside London. A number of operating models will be considered. Final 2nd stage appeals will be retained by the Council.</p> |
| <p>Rationale: Services delivered outside of London attract reduced cost due to a number of factors which includes accommodation costs and staffing costs as well as benefits in being able to recruit more readily. The London Borough of Islington successfully operate an in house service provision in Manchester. We are also aware that the London Boroughs of Barnet, Enfield and Waltham Forest operate 1st stage appeals outside of London through a third party provider.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | 13 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 380 | Year 1 | 13 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 380 | Total | 13 |

| |
|---|
| <p>Key benefits: A reduction in operating costs of £380K</p> |
|---|

| |
|---|
| <p>Internal dependencies and external constraints:</p> <ul style="list-style-type: none"> - IT systems will have to be developed and aligned between offices. - Finding suitable accommodation to relocate staff. - The potential recruitment of new staff. |
|---|

| |
|--|
| <p>Procurement strategy A full procurement of the service would need to be undertaken, taking between 12 to 18 months</p> |
| <p>Personnel Implications: If agreed up to 13 staff would be relocated or transferred (TUPEd) to a new provider. Staff not willing to relocate will face compulsory redundancy.</p> |

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | | 380 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 380 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 380 | 380 | 380 | 380 |
| Payback Period: N/A | | | | | |

Parking Cashless Payments

| | |
|----------------------|-----------------------------|
| Priority | 3 |
| Current Service Area | Traffic Management |
| Reference: | Cashless payments - parking |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|-------------------------------------|---|
| Unable to use cash at pay & display | More efficient service |
| | More customer focused - texting reminders |
| | Less theft from Pay & Display units |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: To remove all existing cash options for on street payments moving to APP or telephone electronic payments.</p> |
| <p>Rationale: Reduces the costs of collecting money, theft of money and maintenance of equipment. Also the service offer can improve customers experience by sending reminders to phone to top up payments to avoid parking tickets. This service is currently offered by Westminster, Barnet and Islington.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| Base Data | Financial Data | Employees | Workforce Data |
| | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 150 | Year 1 | n/a |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 150 | Total | 0 |

| |
|---|
| <p>Key benefits: A reduction in operating costs of £150K</p> |
|---|

| |
|--|
| <p>Internal dependencies and external constraints: Communications - web site development etc.</p> |
|--|

| |
|--|
| <p>Procurement strategy:</p> |
| <p>Personnel Implications: Indirect unknown impact on contractor's staff that currently collect cash.</p> |

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 150 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 150 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 150 | 150 | 150 | 150 | 150 |
| Payback Period: N/A | | | | | |

Electronic Applications for Permits & Visitor Vouchers

| | |
|----------------------|---|
| Priority | 3 |
| Current Service Area | Traffic Management |
| Reference: | Electronic permits and visitor vouchers |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|------------------------|
| Some residents may not be able to access online services | More efficient service |
| Electronic services available 24/7 | More customer focused |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: To move to online parking permit applications removing the existing paper based system and to provide visitor vouchers online.</p> |
| <p>Rationale: Reduces the level of face to face and telephone transactions currently being delivered in the Customer Service and Call Centres. Removes current paper based system.</p> |

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 50 | Year 1 | n/a |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 50 | Total | 0 |

| |
|--|
| <p>Key benefits: A reduction in operating costs of £50K</p> |
|--|

| |
|---|
| <p>Internal dependencies and external constraints: Communications - web site development etc..Linked to the reprocurement of a new parking IT platform - see savings proposal for new IT platform.</p> |
|---|

| |
|---|
| <p>Procurement strategy: In relation to Visitor Vouchers will possible need to form part of procured new IT platform or otherwise will be a development project with existing provider Civica.</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | | | 50 | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 0 | 50 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 0 | 50 | 50 | 50 |
| Payback Period: n/a | | | | | |

New IT platform - Parking

| | |
|----------------------|----------------------------|
| Priority | 3 |
| Current Service Area | Sustainable Transport |
| Reference: | New IT Platform |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| PROPOSAL | |
|-------------------|---|
| Proposal: | To procure a new IT platform which undertakes all parking processes and links through to SAP. The service is currently provided by Civica. |
| Rationale: | Recent work undertaken as part of the North London commissioning exercise suggests that Haringey can reduce its costs with its IT platform provider by comparing current costs with other boroughs. |

| | |
|----------------------|---|
| Key benefits: | A reduction in operating costs of £100K |
|----------------------|---|

| | |
|------------------------------|--|
| Procurement strategy: | A procurement for a new provider will need to undertaken, due to the complexities of the processes and the transitioning from old system to the new it is envisaged that the timeline for implementation could be two years. |
|------------------------------|--|

| Impact on Residents | Outcomes |
|--|------------------------|
| None | More efficient service |
| Enabler for Electronic services available 24/7 | More customer focused |
| | |
| | |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|-----|
| Base Data | Financial Data | Workforce Data | |
| | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 100 | Year 1 | n/a |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 100 | Total | 0 |

| | |
|--|--|
| Internal dependencies and external constraints: | Will require extensive engagement with IT and Finance colleagues to ensure a successful transition to a new platform |
|--|--|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | | | 100 | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 0 | 100 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 0 | 100 | 100 | 100 |
| Payback Period: n/a | | | | | |

Permits CO2 charging regime

| | |
|----------------------|-----------------------------|
| Priority | 3 |
| Current Service Area | Sustainable Transport |
| Reference: | Permits CO2 charging regime |
| Responsible Officer: | Head of Traffic Management |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|--|
| Increased cost for those resident with higher CO2 emissions. | Residents select vehicles with lower CO2 emissions |
| | Improved air quality |
| | Reduced vehicles |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: To review the existing CO2 charging regime and change the banding linked to the DVLA scheme. Also to remove the additional charge per vehicle per household.</p> |
| <p>Rationale: The council's transport policies aim to reduce the harmful emissions from transport and improve air quality. As a result the Council introduced a CO2 emissions based permit charging structure in 2008. It is proposed to review the existing charges and introduce the same CO2 banding as used by the DVLA.</p> <p>It also intended to remove the current incremental increase for additional cars per household as this has proved to be difficult to administrater.</p> |

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | N/A | | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 100 | Year 1 | n/a |
| Year 2 | 300 | Year 2 | n/a |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 400 | Total | 0 |

Key benefits:

To charge vehicles with higher CO2 emissions. It is expected the charging regime will increase revenue up to £400K.

Internal dependencies and external constraints:

New charging for bands will require IT development/costs. Permit charge increase will be subject to statutory consultation.

Procurement strategy N/A

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 100 | 300 | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 100 | 300 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 100 | 400 | 400 | 400 | 400 |
| Payback Period: n/a | | | | | |

Corporate Priority 4

Drive growth and employment from which everyone can benefit

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget | Current Staff | Delivery Risk RAG |
|--------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-------------------|------------------|----------------------|
| 4.1 | Tottenham Regeneration programme | 213 | - | - | - | - | 213 | 2,674 | 27 | Green |
| 4.2 | Planning service Increase in planning income | 40 | - | - | - | - | 40 | 2,069 | 83 | Green |
| 4.3 | Corporate projects Transfer of functions to HDV | 250 | - | - | - | - | 250 | 604 | 37 | Red |
| Total | | 503 | - | - | - | - | 503 | | | |

Tottenham Regeneration

| | |
|----------------------|-----------------------------|
| Priority | 4 |
| Current Service Area | Tottenham Regeneration |
| Responsible Officer: | Tottenham Programme Manager |
| Reference: | Tottenham Regeneration |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|----------|
| Possible delay in regeneration projects | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Following a detailed review of the overall Tottenham Regeneration programme budget, savings from General Fund (£213k) have been identified for 2017/18. These cover savings on consultancy spend, communications and community engagement, and reduction in project spend.</p> |
| <p>Rationale: The impact of reduced spend on consultants and community engagement projects may mean that progression of regeneration schemes or projects are delayed. Salary savings of £112.1k are due to full capitalisation of a post, and a reduction in the budget requirement, it does not mean a reduction in the number of staff.</p> |

| SUMMARY | | | |
|------------------|--------|----------------|---------------------|
| | | Financial Data | Workforce Data |
| | | £000 | |
| Base Data | | | |
| Current budget | | 2,674 | Employees 27 |
| Savings | | | |
| | | £000 | Change in employees |
| | Year 1 | 213 | Year 1 0 |
| | Year 2 | | Year 2 |
| | Year 3 | | Year 3 |
| | Year 4 | | Year 4 |
| | Year 5 | | Year 5 |
| | Total | 213 | Total 0 |

| |
|--|
| <p>Key benefits: The key benefit from these savings is financial.</p> |
|--|

| |
|--|
| <p>Internal dependencies and external constraints The Tottenham Regeneration Programme is cross-cutting across the 5 Corporate Plan priorities. Ongoing delivery of the programme is reliant upon a corporate contribution by support functions (such as Finance and HR).</p> |
|--|

| |
|--|
| <p>Resources required - N/A</p> |
|--|

| |
|--|
| <p>What needs to happen and when? Part of ongoing operations during the year.</p> |
|--|

Planning Income

| | |
|----------------------|--------------------|
| Priority | 4 |
| Current Service Area | Planning |
| Responsible Officer: | AD Planning |
| Reference: | Planning Income |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---------------------------------|----------|
| Increased charges for residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal and Rationale: Charge householder pre-applications at cost Remove discount for commercial pre-applications thereby increasing income.</p> |

| SUMMARY | | | |
|------------------|--|----------------|---------------------|
| | | Financial Data | Workforce Data |
| | | £000 | |
| Base Data | | | |
| Current budget | | 2,069 | Employees 83 |
| Savings | | | |
| | | £000 | Change in employees |
| Year 1 | | 40 | Year 1 0 |
| Year 2 | | | Year 2 |
| Year 3 | | | Year 3 |
| Year 4 | | | Year 4 |
| Year 5 | | | Year 5 |
| Total | | 40 | Total 0 |

| |
|---|
| <p>Key benefits: The key benefit from these savings is financial.</p> |
|---|

| |
|---|
| <p>Internal dependencies and external constraints Dependent on applications received.</p> |
|---|

| |
|--|
| <p>Resources required - N/A</p> |
|--|

| |
|---|
| <p>What needs to happen and when? Part of ongoing operations during the year.</p> |
|---|

Corporate Projects

| | |
|----------------------|-----------------------|
| Priority | 4 |
| Current Service Area | Corporate Projects |
| Responsible Officer: | AD Corporate Projects |
| Reference: | Corporate Projects |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---------------------|----------|
| N/A | N/A |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal and Rationale: Transfer of functions to HDV resulting in efficiencies - estimate at the moment, dependent on restructure and agreement with preferred bidder.</p> |

| SUMMARY | | | |
|------------------|--------|----------------|---------------------|
| | | Financial Data | Workforce Data |
| | | £000 | |
| Base Data | | | |
| Current budget | | 604 | Employees 37 |
| Savings | | | |
| | | £000 | Change in employees |
| | Year 1 | 250 | Year 1 7 |
| | Year 2 | | Year 2 |
| | Year 3 | | Year 3 |
| | Year 4 | | Year 4 |
| | Year 5 | | Year 5 |
| | Total | 250 | Total 7 |

| |
|---|
| <p>Key benefits: The key benefit from these savings is financial.</p> |
|---|

| |
|---|
| <p>Internal dependencies and external constraints Dependent on HDV agreement and restructure and agreement with preferred bidder.</p> |
|---|

| |
|--|
| <p>Resources required - N/A</p> |
|--|

| |
|---|
| <p>What needs to happen and when? Transfer to be undertaken in April with implementation of HDV</p> |
|---|

Corporate Priority X

Enabling

| Ref | Proposal | 2017-18 £000's | 2018-19 £000's | 2019-20 £000's | 2020-21 £000's | 2021-22 £000's | Total £000's | Current Budget £000's | Current Staff | Delivery Risk RAG |
|------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-----------------------------|------------------|----------------------|
| 6.1 | Legal Services - Reduction in staffing and other related expenditure | | | 150 | | | 150 | -535 | 54 | Green |
| 6.2 | Audit and Risk Management - reduction in cost on the external audit contract | 11 | | | | 20 | 31 | 11 | 14 | Green |
| 6.3 | Democratic Services - reduction in staffing | 40 | | | | | 40 | 2,482 | 14 | Green |
| 6.4 | Shared Service Centre Business Support - reduction in staffing | 300 | | | | | 300 | 2,300 | 83 | Green |
| 6.5 | Shared Service Centre - new delivery model for shared services | | 250 | 1,500 | 1,500 | | 3,250 | 9,025 | 336 | Amber |
| 6.6 | Reduce Opening Hours in our six branch libraries to 36 hours per week | 150 | | | | | 150 | 3,475 | 95 | Amber |
| 6.7 | Shared Service Offer for Customer Services | | | 1,000 | | | 1,000 | 6,473 | 170 | Amber |
| 6.8 | Senior Management Saving | 400 | | | | | 400 | 2,500 | 50 | Green |
| 6.9 | Alexandra House - Decant | | 250 | 750 | | | 1,000 | n/a | n/a | Amber |
| 6.10 | Translation and Interpreting Service - new contract | 41 | | | | | 41 | 1,364 | 22 | Green |
| 6.11 | Closure of internal Print Room | | 51 | | | | 51 | 1,364 | 22 | Green |
| 6.12 | Communications - reduction in staffing | 53 | | | | | 53 | 1,364 | 22 | Green |
| 6.13 | Income generation - Advertising and Sponsorship | 15 | | | | | 15 | 1,364 | 22 | Green |
| 6.14 | Professional Development Centre | 136 | | | | | 136 | 157 | 8 | Green |
| 6.15 | Insurance | 152 | | | | | 152 | 2,327 | n/a | Green |
| 6.16 | Voluntary Severance Savings | 1,500 | | | | | 1,500 | | | Green |
| | Total | 2,798 | 551 | 3,400 | 1,500 | 20 | 8,269 | | | |

Legal Services - Reduction in staffing and other related expenditure

| | |
|----------------------|--|
| Priority | X |
| Current Service Area | Legal Services |
| Reference: | Legal Services - Reduction in staffing and other related expenditure |
| Responsible Officer: | Assistant Director Corporate Governance |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| PROPOSAL | |
|-------------------|---|
| Proposal: | Reduction in staffing and related expenditure. |
| Rationale: | <p>This saving on salaries and case related expenditure is dependent on significant reduction in demand in Legal Services in particular in Adult Services and Children Services and also in the Regeneration and Property law areas.</p> <p>This reduction will be achieved if expected outcomes from current demand reductions activity are met.</p> |

| | |
|----------------------|-------------------------------------|
| Key benefits: | Delivery of organisational savings. |
|----------------------|-------------------------------------|

| | |
|------------------------------|-----|
| Procurement strategy: | N/A |
|------------------------------|-----|

| Impact on Residents | Outcomes |
|----------------------------------|---|
| There is no impact on residents. | Reduces resilience and capacity in the Legal team |
| | |
| | |
| | |

| SUMMARY | | | |
|-----------------------|-----------------------|----------------------------|-----------------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | -535 | Employees | 54 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | | Year 1 | |
| Year 2 | | Year 2 | |
| Year 3 | 150 | Year 3 | 2 |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 150 | Total | 2 |

| | |
|---|--|
| Internal dependencies and external constraints | This is dependent on the levels of work to the service reducing. |
|---|--|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | | | 150 | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 0 | 150 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 0 | 150 | 150 | 150 |
| Payback Period: n/a | | | | | |

Audit and Risk Management

| | |
|----------------------|-----------------------------------|
| Priority | X |
| Current Service Area | Audit and Risk Management |
| Reference: | Audit and Risk Management |
| Responsible Officer: | Head of Audit and Risk Management |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|----------------------------------|----------|
| There is no impact on residents. | N/A |
| | |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: Reduction in the value of the externally procured internal audit contract; potentially changing the assurance model, or reducing the number of audits completed.</p> |

| SUMMARY | | | |
|-----------------------|-----------------------|----------------------------|-----------------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | 11 | Employees | 14 |
| | (net budget) | | |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 11 | Year 1 | n/a |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | 20 | Year 5 | |
| Total | 31 | Total | 0 |

| |
|-----------------------------------|
| <p>Resources required:</p> |
|-----------------------------------|

| |
|---|
| <p>What needs to happen and when? Reduction to be planned as organisation structures and service delivery method changes; will be built into the 2018/19 audit planning processes.</p> |
|---|

Democratic Services

| | |
|----------------------|--|
| Priority | X |
| Current Service Area | Democratic Services |
| Reference: | Democratic Services |
| Responsible Officer: | Democratic Services and Scrutiny Manager |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|----------------------------------|----------|
| There is no impact on residents. | N/A |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: Reduction in staffing - deletion of two posts in 2016-17 to ensure saving acheived for 2017-18.</p> |

| SUMMARY | | | |
|-----------------------|-------------|----------------------------|------------------|
| Base Data | Data | Data | |
| | £000 | | Employees |
| Current budget | 2,482 | Employees | 14 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 40 | Year 1 | 1 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 40 | Total | 1 |

| |
|---------------------|
| Resources required: |
| N/A |

| |
|---|
| <p>What needs to happen and when? This saving is being delivered in the current restructure happening in the service now and it will be implemented before the new financial year.</p> |
|---|

Shared Service Centre - Business Support - reduction in staffing

| | |
|----------------------|--|
| Priority | X |
| Current Service Area | Shared Service Centre |
| Reference: | Shared Service Centre - Business Support - reduction in staffing |
| Responsible Officer: | Head of Business Support |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: (i) Implement a new delivery model for the 77 centralised business support roles transferred into the SSC (Phase I) in 2016/17 (ii) Further business support staff to transfer into the SSC and integrate into new delivery model (Phase II)</p> |
| <p>Rationale: Business Support formed part of Ways of Working Programme in 2016/17 and transferred 77 roles into SSC to complete Phase I of the original business case. A review of options for further centralisation of business support-type services offers the opportunity for additional savings not recognised as part of Phase I.</p> |

| SUMMARY | | | |
|-----------------------|----------------|------|---|
| Base Data | Financial Data | £000 | Workforce Data |
| Current budget | 2,300 | | Employees 83 |
| Savings/Invest | £000 | | Change in employees |
| Year 1 | 300 | | Year 1 8 |
| Year 2 | | | Year 2 |
| Year 3 | | | Year 3 |
| Year 4 | | | Year 4 |
| Year 5 | | | Year 5 |
| Total | 300 | | Total 8 |

| Key benefits |
|---|
| <p>Following transfer of the 77 roles into SSC, a review is being undertaken of existing processes and procedures to identify potential savings opportunities. Whilst the exact savings figure and timescales for release of savings is still to be established, currently it is anticipated that £300k of savings will be released in FY17/18.</p> |

| Internal dependencies and external constraints: |
|--|
| <p>Constraints - full budget for transferred posts reallocated to SSC and not taken as savings by services areas. Service areas enable SSC to change existing processes and procedures.</p> |

Procurement strategy

N/A

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 300 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 300 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 300 | 300 | 300 | 300 | 300 |
| Payback Period: n/a | | | | | |

Shared Service Centre

| | |
|----------------------|-----------------------|
| Priority | X |
| Current Service Area | Shared Service Centre |
| Reference: | Shared Service Centre |
| Responsible Officer: | AD Shared Services |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: To review and implement a new delivery model for back office services provided by the Shared Service Centre with a view to maintaining or improving existing service performance and achieving proposed efficiency savings of £3.25m over the lifetime of the MTFS</p> |
| <p>Rationale: Review the existing delivery model for back office services with a view to optimising service performance and efficiency savings from an alternative model. Options under review will include:</p> <ul style="list-style-type: none"> i. Do Nothing (internally deliver savings through SSC) ii. Partner with another Local Authority / Authorities iii. Join an existing Public Sector Shared Service Centre iv. Outsource Services to Private Sector |

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | 9,025 | | 336 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 0 | Year 1 | |
| Year 2 | 250 | Year 2 | tbc |
| Year 3 | 1,500 | Year 3 | tbc |
| Year 4 | 1,500 | Year 4 | tbc |
| Year 5 | 0 | Year 5 | |
| Total | <u>3,250</u> | Total | <u>0</u> |

| BENEFITS CASE |
|---|
| <p>Detailed description:</p> <ul style="list-style-type: none"> i. Carry out a high-level options review (November 2016) ii. Carry out a detailed options appraisal including cost and benefit analysis (April 2017) iii. Members agree new Service Delivery Model (June 2017) iv. Complete Transition to New Service Delivery Model (April 2018) <p>Benchmark and industry standard savings for shared services have been used to establish likely savings.</p> |

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 0 | 250 | 1500 | 1500 | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 0 | 250 | 1500 | 1500 | 0 |
| Cumulative Cost/(Savings) | 0 | 250 | 1750 | 3250 | 3250 |
| Additional Cost Estimated | | | | | |

COMMERCIAL CASE

Procurement strategy :

Procurement Strategy is dependant on the option chosen. Factors influencing timescale will include:

- The requirement to tender;
- Availability of appropriate existing Shared Service model;
- Need to bespoke standardised processes.

FINANCIAL CASE

Key benefits

Financial - delivery of proposed MTFS savings. The benefits shown have yet to be verified through a detached business case but are an indication of when the savings would be realised. Confirmation of exact costs, benefits and timescales will be known once a detailed business case is prepared

Non-financial - improved service delivery through partnership working with other organisations, including access to better IT systems and sharing of improved processes and procedures

| Funding Position | Total | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--------------------------------------|----------------|---------------|---------------|---------------|---------------|---------------|
| | (project life) | | | | | |
| Revenue funding from existing budget | 0 | TBC | | | | |
| Revenue funding required – new | 0 | | | | | |
| Project Management costs | 0 | | | | | |
| Capital funding from existing budget | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital funding required – new | 0 | 0 | 0 | 0 | 0 | 0 |

MANAGEMENT CASE

Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements:

The preferred option for new delivery model for back-office services has yet to be determined as it is subject to an options review.

The Programme Management Office is currently leading a high-level options review. This will include alternative delivery models, risks, benefits, implementation costs and transition timescales.

Internal dependencies and external constraints:

Front-office services - significant potential synergies with front office services; needs of both services need to be considered as part of any future service delivery option

Personnel - significant impact on staff; could be subject to TUPE, and requirement to consult with Trade Unions and Staff

Libraries - reduce opening hours at our 6 branch libraries from 58 hrs to 36 hrs per week

| | |
|----------------------|---|
| Priority | X |
| Current Service Area | Customer Services & Libraries |
| Reference: | Libraries - reduce opening hours at our 6 branch libraries from 58 hrs to 36 hrs per week |
| Responsible Officer | AD Customer Services/Head of Customer Services and Libraries |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|--|----------|
| Those who find it difficult to travel to one of the three main libraries when their local branch library is closed will feel a reduction in service. However those who are truly housebound will be able to make use of the housebound library service. This could increase volume for the housebound service and increase costs in this area. | N/A |
| | |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: Reduce the opening hours of our six branch libraries, namely Muswell Hill, Highgate, Alexandra, Stroud Green & Harringay, St Anns and Coombs Croft, from 58 to 36 hrs per week in order to operate a one staffing shift approach.</p> |
| <p>Rationale: Haringey Libraries have some of the longest opening hours in London, with branch libraries being open 58 hours over 6 days a week and the three large libraries open 62 hours over 7 days a week. Reducing the number of hours branch libraries are open from 58 to 36 hrs per week will bring us closer to the level of service provided elsewhere. Retaining a 7 days per week opening hours for our three main Libraries mitigates the impact of the reduction in the branches.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----|
| Base Data | Financial Data | Workforce Data | |
| | £000 | Employees | |
| Current budget | 3,475 | | 95 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 150 | Year 1 | 6 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 150 | Total | 6 |

| |
|---|
| <p>Key benefits: Circa £150K revenue savings, primarily through reduction of staff.</p> |
|---|

| |
|--|
| <p>Internal dependencies and external constraints Requirement for staff consultation</p> |
|--|

Procurement strategy

N/A

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Benefits Estimated (Savings) | 150 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 150 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 150 | 150 | 150 | 150 | 150 |
| Payback Period: n/a | | | | | |

Shared service for Customer Services

| | |
|----------------------|---|
| Priority | X |
| Current Service Area | Customer Service & Libraries |
| Reference: | Shared service for Customer Services |
| Responsible Officer | AD Customer Services/Head of Digital Contacts |
| Type of saving: | New delivery model |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|----------|
| Potential to provide a higher quality of contact by sharing the authorities' technologies | N/A |
| Increase access to skills/knowledge across authorities | N/A |
| Possible relocation in Face to Face centres | N/A |
| Ability to call on others during peak demand | N/A |

| PROPOSAL - STRATEGIC CASE | |
|---------------------------|--|
| Proposal: | Develop options for the future delivery of Customer Services. |
| Rationale: | <p>Review the existing delivery model for Customer Services with a view to optimising service performance and efficiency savings from an alternative model/s.</p> <p>Options under review will include:</p> <ul style="list-style-type: none"> i. Do Nothing (internally deliver savings through, channel shift, reducing contact channels, driving further self serve and digital by default) ii. Partner with another Local Authority / Authorities iii. Join an existing Public Sector Shared Service Centre iv. Outsource Services to Private Sector |

| SUMMARY | | | |
|----------------|------------------------|---------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | 6,473 | 170 | |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | | Year 1 | |
| Year 2 | | Year 2 | |
| Year 3 | 1,000 | Year 3 | 30 |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 1,000 | Total | 30 |

| BENEFITS CASE | | | | | | |
|--|--|----------------|----------------|----------------|----------------|----------------|
| <p>Detailed description:</p> <p>The development of the shared digital services with Camden and Islington and recognising that all three boroughs in this arrangement will be seeking similar savings through to 2020 provides an opportunity to explore where real synergies exist across customer services, specifically the contact centres, customer service centres and future procurement of technologies and systems.</p> <p>We know that we all experience similar challenges and are exploring similar solutions and therefore should explore whether this can be achieved together.</p> <p>All Potential options will be explored:</p> <ul style="list-style-type: none"> - In-house solution - outsourcing options - Shared arrangements (Holistic, Piecemeal) <p>The focus will remain on delivering high quality customer service to residents for the future that supports those that most need it and enables those that can help themselves to do so.</p> <p>Benchmarks and industry standard savings have been used to establish likely savings.</p> | Cost Benefit Analysis (CBA) | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
| | | £k | £k | £k | £k | £k |
| | Benefits Estimated (Savings) | | | 1000 | | |
| | Reduced benefits due to lead-on time (if applicable) | | | | | |
| | Additional Cost Estimated | | | | | |
| | Net Impact Cost/(Savings) | 0 | 0 | 1000 | 0 | 0 |
| Cumulative Cost/(Savings) | 0 | 0 | 1000 | 1000 | 1000 | |
| Additional Cost Estimated | | | | | | |

COMMERCIAL CASE

Market proposition

Many London Boroughs are now exploring the possibilities of shared service delivery models with other boroughs, this is often being looked at alongside a range of alternative delivery model options such as in-house, outsource etc.

Procurement strategy

To be developed

FINANCIAL CASE

Key benefits:

To be determined.

| Funding Position | Total | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--------------------------------------|----------------|------------|------------|------------|------------|------------|
| | (project life) | | | | | |
| Revenue funding from existing budget | 1000 | | | 1000 | | |
| Revenue funding required – new | 0 | | | | | |
| Project Management costs | 0 | | | | | |
| Capital funding from existing budget | 0 | | | | | |
| Capital funding required – new | 0 | | | | | |

MANAGEMENT CASE

Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements

- Exploring Shared opportunities will be a significant Council Programme.
- Robust programme/project governance will be required at feasibility, options and implementation stages.
- Change management, in respect of our future way of working and how our staff adapt to that way of working will be a key driver and measure of success.

Internal dependencies and external constraints

- Staff consultation.
- Consultation with residents.
- Funding to establish shared arrangements.
- Significant support service input - finance, legal, ICT, procurement, HR.

Senior management saving

| | |
|----------------------|--|
| Priority | X |
| Current Service Area | Senior Management and Transformation & Resources |
| Responsible officer | AD Transformation and Resources |
| Reference: | Senior management saving |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: Proposals to restructure roles relating to transformation, information, communication and senior management. Reducing duplication, maximising synergies and releasing efficiencies across programme management, information and intelligence and communication.</p> |
| <p>Rationale: Creation of the new Transformation and Resources function enables us to remove duplication and focus corporate resources on the council's key priorities.</p> |

| SUMMARY | | | |
|----------------|------------------------|---------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | 2,500 | | 50 |
| | | | |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 400 | Year 1 | 5 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 400 | Total | 5 |

| |
|--|
| <p>Key Benefits: Efficiency savings plus maximising the value of analytical, planning, communication and project management capability.</p> |
|--|

| |
|---|
| <p>Internal dependencies and external constraints: Consultation with staff will be required to realise the saving.</p> |
|---|

| |
|---|
| <p>Procurement strategy: Not applicable.</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 400 | | | | |
| Reduced benefits due to lead-on time (if applicable) | 0 | | | | |
| Additional Cost Estimated | 0 | | | | |
| Net Impact Cost/(Savings) | 400 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 400 | 400 | 400 | 400 | 400 |
| Payback Period: n/a | | | | | |

Alexandra House - Decant

| | |
|----------------------|---------------------------------|
| Priority | X |
| Current Service Area | All |
| Reference: | Alexandra House - Decant |
| Responsible Officer: | AD Transformation and Resources |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: The Council currently has c.2000 staff based in River Park House and Alexandra House. Desk occupancy across the two buildings is in the region of 50-60 per cent and River Park House has space for 1000 staff. Therefore, it is feasible over time to vacate Alexandra House and base all staff in RPH, releasing rental savings ahead of a further move to new office accommodation as part of the Wood Green regeneration. The Ways of Working Programme will oversee the delivery of mobile working infrastructure that will facilitate this decant.</p> |
| <p>Rationale: The Council is in the process of reducing its office footprint in the period to relocating from RPH to new office accommodation as part of the Wood Green regeneration. This proposal enables us to realise savings in the period prior to that relocation. In addition, the new landlord of Alexandra House has informed us of a rent rise from April 2017, providing an incentive to vacate the council's tenancy.</p> |

| SUMMARY | | | |
|-----------------------|--------------|----------------------------|----------------|
| | | Financial Data | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 0 | Year 1 | |
| Year 2 | 250 | Year 2 | n/a |
| Year 3 | 750 | Year 3 | n/a |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 1,000 | Total | 0 |

| BENEFITS CASE | | | | | | | |
|--|--|--|----------|------------|-------------|-------------|-------------|
| Detailed description: | Cost Benefit Analysis (CBA) | | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
| | | | £k | £k | £k | £k | £k |
| <p>The proposal is to vacate 5 floors of Alexandra House in 2017 and the remaining floors in the following twelve months. Realisation of savings will depend on renegotiation of rent as we vacate the building or our ability to sub-let those floors we do vacate. Hence, the cost/benefit model assumes savings appearing in 2018/19 and 2019/20.</p> | Benefits Estimated (Savings) | | | 250 | 750 | | |
| | Reduced benefits due to lead-on time (if applicable) | | | | | | |
| | Additional Cost Estimated | | | | | | |
| | Net Impact Cost/(Savings) | | 0 | 250 | 750 | 0 | 0 |
| | Cumulative Cost/(Savings) | | 0 | 250 | 1000 | 1000 | 1000 |
| | Additional Cost Estimated | | | | | | |

Translation and Interpreting Service

| | |
|----------------------|--------------------------------------|
| Priority | X |
| Current Service Area | Communications |
| Reference: | Translation and Interpreting Service |
| Responsible officer: | AD Communications |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal To outsource translation and interpreting with a £41K FTE saving for Communications, which includes £28K staff cost and £13k software saving.</p> <p>In doing so we are recommending using a Government framework to secure a supplier used by neighbouring councils.</p> <p>The preferred supplier, The Big Word, is the only one within the framework to meet all our requirements around interpreting and translation and has all the required accreditations. They also have a track record of supporting channel shift from face-to-face to telephone.</p> |

| |
|---|
| <p>Resources required: N/A</p> |
|---|

| |
|--|
| <p>What needs to happen and when? Staff consultation in time for 2017/18 full year.</p> |
|--|

| SUMMARY | | | |
|-----------------------|----------------|---------------------|-----------|
| Base Data | Financial Data | Workforce Data | |
| | £000 | | Employees |
| Current budget | 1,364 | Employees | 22 |
| | | | |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 41 | Year 1 | 2 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 41 | Total | 2 |

Closure of internal print room

| | |
|----------------------|--------------------------------|
| Priority | X |
| Current Service Area | Communications |
| Reference: | Closure of internal print room |
| Responsible officer: | AD Communications |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: To close the internal print service with a saving of £50.5K in the year 2018/19. The current bulk print service is only 65% utilised.</p> <p>We will utilise our existing print framework to use suppliers which can continue to deliver a high volume and responsive service.</p> |

| |
|---|
| <p>Resources required: N/A</p> |
|---|

| |
|--|
| <p>What needs to happen and when? Work with Committee Services to reduce the demand for printed agendas, looking at IT solutions which allow councillors to mark up PDFs using their laptop or tablet. This development is already in the workplan of the new Shared Digital Service.</p> |
|--|

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | 1,364 | Employees | 22 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 51 | Year 1 | 1 |
| Year 2 | 51 | Year 2 | 1 |
| Year 3 | 51 | Year 3 | 1 |
| Year 4 | 51 | Year 4 | 1 |
| Year 5 | 51 | Year 5 | 1 |
| Total | 51 | Total | 1 |

Communications service - post deletion

| | |
|----------------------|--|
| Priority | X |
| Current Service Area | Communications |
| Reference: | Communications service - post deletion |
| Responsible officer: | AD Communications |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: 1 FTE staff reduction delivered through non-recruitment of a vacant post. We are redesigning our workforce and the way communications support is provided to ensure that:</p> <ul style="list-style-type: none"> • Our resources are effectively used to support core priorities • We challenge council-wide spending more vigorously and promote digital as a primary means of communications. |

| |
|--|
| <p>Resources required: N/A</p> |
|--|

| |
|---|
| <p>What needs to happen and when? The post needs to be deleted from the structure by 31st March 2017.</p> |
|---|

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|----------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | 1,364 | | 22 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 53 | Year 1 | 1 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 53 | Total | 1 |

Communications income generation

| | |
|----------------------|----------------------------------|
| Priority | X |
| Current Service Area | Communications |
| Reference: | Communications income generation |
| Responsible officer: | AD communications |
| Type of saving: | Increase in income |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: Since the recruitment of a part-time commercial manager we have been able to actively pursue advertising and sponsorship across our publications, digital channels and events. As a result we are proposing a full year increase in income of £15k in 2017/18.</p> |

| |
|--|
| <p>Resources required: N/A</p> |
|--|

| |
|--|
| <p>What needs to happen and when? N/A</p> |
|--|

| SUMMARY | | | |
|-----------------------|------------------------|----------------------------|---------------------|
| Base Data | Financial Data £000 | Employees | Workforce Data |
| Current budget | 1,364 | Change in employees | 22 |
| Savings/Invest | £000 | | Change in employees |
| Year 1 | 15 | Year 1 | n/a |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 15 | Total | 0 |

Professional Development Centre

| | |
|----------------------|---------------------------------|
| Priority | X |
| Current Service Area | Professional Development Centre |
| Reference: | Professional Development Centre |
| Responsible officer: | AD Corporate Property |
| Type of saving: | Stopping /Reducing service |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---------------------|----------|
| None | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: It is proposed that the Council release a community building by selling the Professional Development Centre, which is used currently to accommodate some Council staff and also deliver professional training. This will deliver savings in running and maintenance costs in the region of £136k.</p> |
| <p>Rationale: In order for the Council to deliver savings, it must consider options to consolidate capital and where appropriate, release assets to yield the capital and deliver further savings made through the prevention of servicing and maintenance costs. The savings identified here relate to the prevented cost of running the building over the period.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|-----------|
| Base Data | Financial Data | Workforce Data | |
| | £000 | | Employees |
| Current budget | 157 | Employees | 8 |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 136 | Year 1 | 8 |
| Year 2 | | Year 2 | |
| Year 3 | | Year 3 | |
| Year 4 | | Year 4 | |
| Year 5 | | Year 5 | |
| Total | 136 | Total | 8 |

| |
|--|
| <p>Benefits: Financial: £136k</p> |
|--|

| |
|--|
| <p>Internal dependencies and external constraints: None</p> |
|--|

| |
|---|
| <p>Procurement strategy (where applicable)</p> <p>Ownership of assets: This proposal recommends releasing a community building through sale, thereby reducing the Council's ownership of assets. The savings relate to the maintenance and servicing costs for the building which would subsequently be prevented.</p> |
|---|

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 136 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 136 | | | | |
| Cumulative Cost/(Savings) | 136 | 136 | 136 | 136 | 136 |
| Payback Period: Not applicable | | | | | |

Insurance

| | |
|----------------------|----------------------------|
| Priority | X |
| Current Service Area | All |
| Reference: | Insurance |
| Responsible Officer: | Risk and Insurance Manager |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|------------------------|----------|
| No impact on residents | N/A |
| | |
| | |
| | |

| PROPOSAL |
|---|
| <p>Proposal: Reprocure insurance provision in conjunction with London Consortium to achieve savings.</p> |
| <p>Rationale: A consortium of 8 London Boroughs (Croydon, Camden, Harrow, Islington, Kingston-upon-Thames, Lambeth, Sutton and Tower Hamlets) is reprocuring insurance provision with expected savings to Haringey of £152k.</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| Base Data | Financial Data | Employees | Workforce Data |
| Current budget | £000 | | |
| | 2,327 | | N/A |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 152 | Year 1 | n/a |
| Year 2 | 0 | Year 2 | |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 152 | Total | 0 |

#

| BENEFITS CASE |
|---|
| <p>Detailed description: Property, terrorism and liability insurance arrangements will be retendered with the expectation that there will be a new contract in place for April 2017.</p> |

| Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k |
|--|---------------|---------------|---------------|---------------|---------------|
| Benefits Estimated (Savings) | 152 | | | | |
| Reduced benefits due to lead-on time (if applicable) | | | | | |
| Additional Cost Estimated | | | | | |
| Net Impact Cost/(Savings) | 152 | 0 | 0 | 0 | 0 |
| Cumulative Cost/(Savings) | 152 | 152 | 152 | 152 | 152 |
| Additional Cost Estimated | | | | | |

Voluntary Severance Savings

| | |
|----------------------|-------------------------------|
| Priority | X |
| Current Service Area | All |
| Reference: | Voluntary Severance Savings |
| Responsible Officer: | AD Transformation & Resources |
| Type of saving: | Efficiency savings |
| Version: | 1.0 |

| Impact on Residents | Outcomes |
|---|----------|
| No impact on residents as decisions will be based on criticality of roles | N/A |
| | |
| | |
| | |

| PROPOSAL |
|--|
| <p>Proposal: This represents the estimated saving to the Council from the voluntary redundancy arrangements currently on offer to staff. The application window closed in early December 2016. Offers will be made by early 2017 and we expect those people taking voluntary redundancy to begin to leave the council in early financial year 2017/18. Thus savings accrue to the year 2017/18.</p> |
| <p>Rationale:</p> |

| SUMMARY | | | |
|-----------------------|----------------|----------------------------|----------------|
| | Financial Data | | Workforce Data |
| Base Data | £000 | | |
| Current budget | N/A | Employees | TBC |
| Savings/Invest | £000 | Change in employees | |
| Year 1 | 1,500 | Year 1 | n/a |
| Year 2 | 0 | Year 2 | |
| Year 3 | 0 | Year 3 | |
| Year 4 | 0 | Year 4 | |
| Year 5 | 0 | Year 5 | |
| Total | 1,500 | Total | 0 |

| BENEFITS CASE | | | | | | | |
|---------------------------|-----------------------------|--|---------------|---------------|---------------|---------------|-------------|
| Detailed description: | Cost Benefit Analysis (CBA) | 2017-18 £k | 2018-19 £k | 2019-20 £k | 2020-21 £k | 2021-22 £k | |
| | | Benefits Estimated (Savings) | 1500 | | | | |
| | | Reduced benefits due to lead-on time (if applicable) | | | | | |
| | | Additional Cost Estimated | | | | | |
| | | Net Impact Cost/(Savings) | 1500 | 0 | 0 | 0 | 0 |
| | | Cumulative Cost/(Savings) | 1500 | 1500 | 1500 | 1500 | 1500 |
| Additional Cost Estimated | | | | | | | |

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'Your Haringey, Your Future' budget engagement summary report

Annex 1: Budget engagement book

Annex 2: Budget engagement survey

Annex 3: Main findings

1.1 The Council launched a resident engagement exercise called Your Haringey, Your future on 20th October which ran over a four week period and closed on the 20th November 2016. This included a variety of elements:

- A 4-page budget booklet was delivered to every home via Haringey People, while also sending the booklet to partnership organisations, voluntary groups and businesses in the borough
- All local libraries in the borough had copies of the booklet and questionnaire
- Budget information and ways of getting involved was also replicated through our dedicated budget pages on our website
- The booklet translated in the top three languages in the borough, Polish, Turkish and Somalian
- The public were able to participate via our online survey which allowed people to feed back their priorities
- Six public drop-in events in town centre locations with high foot fall including The Mall in Wood Green and two of our main libraries
- A partnership forum with the voluntary sector

1.2 Continual publicity and promotion of the exercise took place over the four week period with various channels being used to encourage participation:

- Haringey People, which will be distributed between October 19th and October 23rd
- The Council's weekly resident e-newsletter during the 4-week period which goes to 40,000 people
- Social media – twitter and facebook prompts
- Community websites – Haringay online
- Local newspapers
- Poster sites in town centre locations, Wood Green JCD, Customer service centres
- Distribution via voluntary groups and community organisations
- Via the council's partnership news bulletin which goes to 450 different groups.

1.3 The budget booklet included information in most accessible way possible, explaining how the council's budget is currently allocated, how the budget

has changed and why and how the council is changing to deal with cost pressures. Please see **Annex 1- budget booklet**

- 1.4 The survey produced was available online, upon request and in all local libraries. The survey focused around two main questions around our major areas of council spend in relation to services and support that people receive. The list was drawn up from the Corporate Plan priority areas. The survey invited people to select five areas that are most important to them and five areas that are least important – Please see **Annex 2**

- 1.5 A discussion with the Voluntary Sector Forum took place on 31st October which, amongst other issues, considered how they can work alongside the council to deliver services and help meet local needs in the midst of our financial challenges. 27 VCO representatives attended a two hour session.

- 1.6 We engaged with hundreds of residents at our various budget drop-in events across the borough, setting up in six locations including main town centres and three main libraries. The on-street events enabled us actively reach residents where there was high footfall. The drop-ins presented the budget booklets in A0 display boards, with at least four briefed officers on hand to discuss the budget on a one-to-one basis. The officers were able to record and take respondents through the survey using iPads to swiftly take them through our priority list.

- 1.7 We visited locations across the borough:

| Location | Date |
|--|-------------------------------------|
| Muswell Hill Broadway - St James Square | Monday 24th October, 1pm to 4pm |
| Crouch End, Town Hall Square | Tuesday 1st November, 3pm to 6:30pm |
| Tottenham, Marcus Garvey Library | Wednesday 9th November, 1pm to 4pm |
| Wood Green, The Mall Shopping Centre | Saturday 12th November, 11am – 2pm |
| Hornsey Library | Tuesday 15th November, 4pm to 7pm |
| Tottenham, The High Road junction with West Green Road | Thursday 17th November, 1pm to 4pm |

2. Engagement Findings

- 2.1 During the four week engagement period we received a total of **834 responses** to our survey, 226 of which were obtained over our six drop-in events, 7 responses sent in via our free post and the rest via our online survey which we publicised and promoted through various online channels and social media. For full breakdown please see **Annex 3**.
- 2.2 The significant majority of respondents were Haringey residents, making up 93% of respondents. There was a good range of different demographic characteristics. Just over half of the respondents were female (53%). The majority of respondents were aged between 30-49 with the 35-45 age group being the highest proportion of respondents (26%). We received surveys from all postal districts in the borough, however the majority of responses came from residents in the N22 area (44%). The highest proportion of respondents classified themselves as White British (36%) with the second highest figure 14% of respondents preferring not to say.
- 2.3 The feedback process highlighted that there was a solid understanding of austerity and the funding challenges local authorities face. Conversation at our drop-in events showed that the public found it incredibly difficult to prioritise just five of the most important.. A few people were unwilling to participate in the survey based on this. This view was also echoed in some of the comments received from the survey responses.
- 2.4 When asked to identify 5 things of the that are most important(Q3) - Children and Families services made up the top three slots in the top five priorities –with **School improvement** seen as the top priority in terms of things that the borough should strive for, closely followed by **Early help and prevention** and **family support and safeguarding**. Also making the top five of people’s priorities was **Parks**, with 29%, closely followed by **Maintaining Independence**, Under Adults Social care with 27% of respondents opting for this.
- 2.5 At the end of the ‘most important’ spectrum was **Sports development** with just 5% of respondents considering it a priority. This resonated with findings for the question of least important with **Sports development** marginally topping the ‘less important’ list with 36% of respondents opting for this service, this was closely followed by **Promoting healthy lifestyles** with 34% of respondents choosing this.

What should the Council prioritise its increasingly limited resources on?

| Q3. Please tick the 5 things that are MOST IMPORTANT to you: | | |
|--|-------------------------------|-----|
| 1 | School improvement | 321 |
| | | 38% |
| 2 | Early help and prevention | 307 |
| | | 37% |
| 3 | Family support / safeguarding | 246 |
| | | 29% |
| 4 | Parks | 238 |
| | | 29% |
| 5 | Maintaining independence | 224 |
| | | 27% |

- 2.6 From positions sixth to thirteenth place the results were fairly equal, with another one of the other Children and Families services – **Children in Care** sitting just outside the top five in position.
- 2.7 While much of the ‘most important’ priorities identified related to Children and Families, the general comments collected were mainly around Environment and Neighbourhood services, such as speeding issues on side roads and a call for more traffic calming measures. Better road maintenance, Cleaner streets and lots of complaints about flytipping being an issue from N22, N15 and N17 respondents.
- 2.8 Other salient points that came through were around Housing, especially affordable housing and how the council should focus on building more affordable homes and investing in the existing housing stock to improve standards. Community safety was also mentioned a lot with the need for streets to be better policed.

2.9 When asked to identify 5 things that are less important (Q4) Sports development came top (36%). Closely followed by Promote healthy lifestyles (34%) Leisure centres and Jobs and Road maintenance all making the top five too.

What should the Council prioritise its increasingly limited resources on?

| Q4. Please tick the 5 things that are LESS IMPORTANT to you: | | |
|--|------------------------------------|-----|
| 1 | Sport development | 302 |
| | | 36% |
| 2 | Promote healthy lifestyles | 287 |
| | | 34% |
| 3 | Leisure centres | 198 |
| | | 24% |
| 4 | Jobs, skills and new opportunities | 179 |
| | | 21% |
| 5 | Roads maintenance | 178 |
| | | 21% |

2.10 On picking less important things much of the spontaneous comments were around Healthier living options – many felt that the council should not be responsible for delivery these services and the financial responsibility should fall on NHS or more onus on individuals to ensure they live healthier lifestyles.

2.11 Otherwise the feedback gathered did not present any strong opinions/views expressed by particular groups of residents based on the basic characteristics.

2.12 In terms of feedback from the Voluntary Sector, many of the representatives said they will struggle with the cuts and threats around premises/business rates.

2.13 When comparing feedback to previous pre-budget engagement exercises, there appears to be shift away from universal services although this is

difficult to compare exactly because we did not collect data in the same way. In 2014, the last time the council conducted a similar exercise, the public were asked to rank priority areas according to themes rather than specific services. Supporting families to thrive was the top priority followed closely by cleaner, greener, safer public spaces and streets.

2.14 In 2014 there was strong recognition for family support and early help, but with stronger sentiment for street cleaning, waste and refuse. Much of the qualitative feedback cited the need to focus more resources in this area.

2.15 Priorities in 2014

| | |
|---|-----|
| Supporting children and families to thrive | 22% |
| Cleaner, greener, safer public spaces and streets | 20% |
| Promoting economic growth | 19% |
| Enabling adults to live longer, healthier lives | 18% |
| Better housing and stronger communities | 16% |
| Health and wellbeing strategy | 5% |

12 Use of Annexes

| | |
|----------------|--|
| Annex 1 | Copy of the Budget booklet |
| Annex 2 | Copy of Questionnaire |
| Annex 3 | Full breakdown of consultation findings: |

How we are changing

As well as becoming smaller with fewer staff and buildings, we're changing the way we deliver many of our services



We're focusing on prevention, by working with partners, including the NHS, to help people before any problems they are experiencing get worse.

For example our Family Support service brings together schools, children's centres and community organisations to identify families who are experiencing problems at the earliest possible stage so that the right support can be provided



We're making it easier for people to access services online whenever you need it

We don't want people to wait on a telephone or in a long queue to reach us. You can do pretty much whatever you want online 24/7 on our website. Why not open a Haringey account today at www.haringey.gov.uk/myaccount?



We're bringing new investment to the borough

Regenerating areas of the borough brings jobs, housing, new businesses, community facilities and other opportunities. Did you know that Tottenham is now home to the National College for Digital Skills?

Tell us your priorities

Please go online and complete a quick questionnaire at

www.haringey.gov.uk/budget or pick up a copy in your local library or come to one of our events

Muswell Hill Broadway - St James Square

Monday 24th October 1pm to 4pm

Crouch End - Town Hall Square, The Broadway

Tuesday 1st November 3pm to 6:30pm

Tottenham - Marcus Garvey Library, Phillip Lane

Wednesday 9th November 1pm to 4pm

Wood Green - The Mall
Saturday 12th November 11am – 2pm

Hornsey Library - Haringey Park
Tuesday 15th November 4pm to 7pm

Tottenham - Outside Costa Coffee, High Road junction with West Green Road

Thursday 17th November 1pm to 4pm

Please tell us by Sunday 20th November



If you want this in your own language, please tick the box, fill in your name and address and send to the freepost address below

বাংলা Bengali
আপনি যদি এটা আপনার নিজের ভাষায় পেতে চান তাহলে অনুগ্রহ করে সঠিক বাংলা টিক্ চিহ্ন দিন, আপনার নাম ও ঠিকানা লিখুন এবং নিচের বিনা ডাকমাশুলের ঠিকানায় পাঠিয়ে দিন।

Français French
Pour recevoir ces informations dans votre langue, veuillez inscrire votre nom et adresse et renvoyer ce formulaire à l'adresse ci-dessous. Le port est payé.

Polski Polish
Aby otrzymać niniejszy dokument we własnym języku, należy zaznaczyć odpowiednie pole, wpisać swoje imię, nazwisko i adres oraz odesłać formularz na podany poniżej bezpłatny adres.

Soomaali Somali
Haddii aad qoraalkan ku rabto luuqadaada, fadlan sax mari sanduukha, kusoo buuxi magaca iyo ciwaankaaga, kuna soo dir boostada hoose ee lacag la'aanta ah.

Español Spanish
Si desea recibir este documento en su idioma, marque la casilla, escriba su nombre y domicilio, y envíe este formulario a la dirección con franqueo pagado que se indica más abajo.

Türkçe Turkish
Bu kitapçığın Türkçesini istiyorsanız lütfen kutuyu işaretleyip, adınızı, soyadınızı ve adresinizi yazarak posta pulu yapıtırmadan aşağıdaki adrese gönderin.

Please indicate if you would like a copy of this letter in another language not listed or any of the following formats and send to the freepost address below.

- Large print
- On audio tape
- Another language
- On disk
- Braille
- Please state: _____

Name: _____

Address: _____

Freepost RLXS-XZGT-UGRJ, Translation & Interpreting Services,
6 Floor, River Park House, 225 High Road, N22 8HQ

Your Haringey Your Future

Your council is changing with further cuts to our funding. What are your priorities?

Health

Growth

Neighbourhoods

Children

Housing

Adults



Page 209

Tell us at

www.haringey.gov.uk/budget

Haringey
LONDON

Introduction by Cllr Claire Kober Leader of Haringey Council



What would you do if your salary was cut by 40% but your household bills increased?

That is the situation we find ourselves in after the Government cut our funding in real terms by 40%. At the same time demand for services, such as providing care for vulnerable people, has been increasing.

I said before that I am not prepared to manage decline which is why, while changing the way the council works, our schools continue to show significant improvements, we have more award-winning parks than ever before, investment has gone into leisure centres and libraries and we are working hard to bring new jobs, homes and business growth to the borough.

The job is getting tougher though which is why we need your help. On top of the savings already delivered, we still need to find more in the coming years. This is because demand is rising for specialist services such as caring for vulnerable adults, children's social care and emergency housing for homeless people.

Before we come up with new ideas for savings we would like you to tell us what is important to you. If you were in my shoes what areas of council spend would you prioritise? And what is less important to you?

To help we have produced this 6-page booklet to give you more information on our priorities, our budget and how it's changing. I would be really grateful if you could spend a few minutes to complete a short questionnaire. The information will help us in future decision making.

To take part go to
www.haringey.gov.uk/budget

or pick up a questionnaire in your local library or come to one of our events - details of which are on page 5 of this booklet.

Our priorities

In 2015 we set out a 5-year-plan for improving Haringey. These are our priorities and what has been delivered.



How our budget has changed

Since 2010 The Government has cut the money that we receive by around **40%** in real terms

We have 45% fewer staff with back office costs cut from £32.1 million to £18 million

We have a shared IT service with Islington and Camden

We own 12 fewer council buildings, while making better use of our remaining buildings - for example by bringing services together under one roof at Marcus Garvey library.

We've saved **£160m**

But we're **spending more money** on meeting rising demand for specialist services

Since 2013 The number of adults receiving support for learning and mental health has risen by 17%

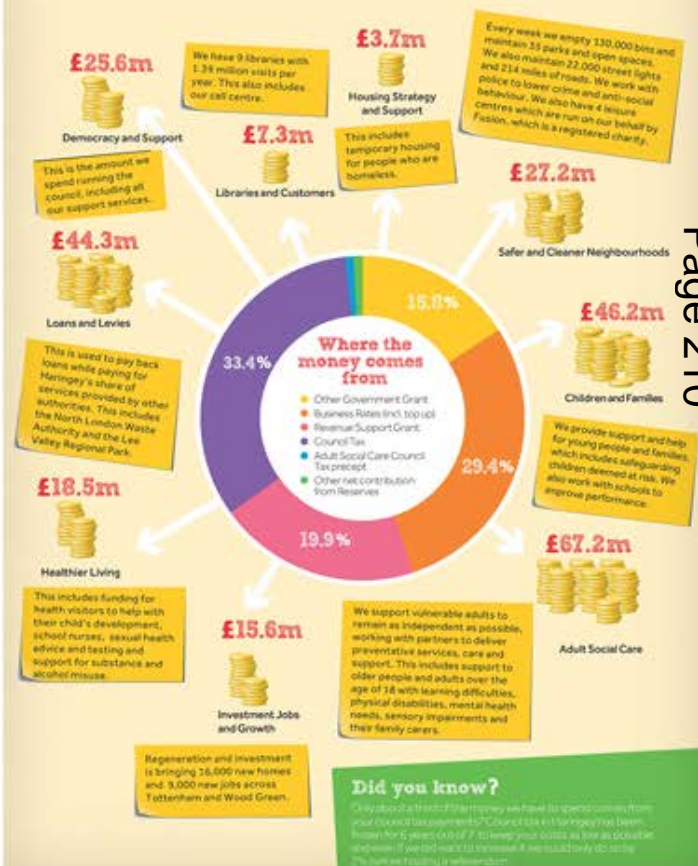
Unless we change the way we do things our spend on Adult Social Care is set to go up by a third from £46million, in 2013 to £95million by 2018/19

The number of people who have been made homeless and require emergency housing has risen by 11%

We're having to spend **£8million** more per year

What we spend your money on

In 2016/17 our budget is **£255.6m**. This is how we are spending it.



Your Haringey, Your Future

Since 2010 the Government has cut the money that we receive by around 40% in real terms. Yet on the other hand we are spending more in areas like adult social care and emergency housing because the number of people who need our help is on the increase.

This means that we need to save more money on top of the £160 million already saved since 2010. Before any decisions are made we want you to help by telling us what areas of council spend would you prioritise and what is less important to you?

Read more on the budget by visiting our budget pages www.haringey.gov.uk/budget

Please submit response no later than 20th November 2016 – You can hand in your questionnaire to any library reception or send your response in an envelope to:

6th Floor
River Park House
225 High Road
N22 8HQ
Please write: Freepost RLXS-XZGT-UGRJ

About you

- Q1 Are you a:**
- Resident of Haringey.....
 - A business.....
 - A Councillor.....
 - Other
- Please specify: _____

- Q2 In which postal district do you live?**
- N2.....
 - N4.....
 - N6.....
 - N8.....
 - N10.....
 - N11.....
 - N15.....
 - N17.....
 - N22.....
 - Other
- Please specify: _____

Your priorities

What should the Council prioritise its increasingly limited resources on?

Q3. Please tick the 5 things that are MOST IMPORTANT to you:

Libraries and Customer

Libraries - We have 9 libraries with 770,000 books borrowed every year

Customer service - People can contact us online, face-to-face and over the telephone. We take around 740,000 contacts from our customers each year

Children and Families

School improvement and learning- We support schools, children’s centres and nurseries to maintain high standards while making sure that every child has a school place and participates in education. This includes a Virtual School specifically for children in foster or residential care. We also provide support and training for governors

Early help and prevention- We work with young people and families to identify any problems or challenges they may be experiencing so that the right type of community-wide support can be provided. This includes children’s centres and the Bruce Grove Youth Hub

Family support /safeguarding - We work more intensively with families experiencing difficulties, doing everything possible to keep the family unit together while making sure that their children are not at risk. We also recruit foster carers to look after children who are at risk.....

Children in Care - As a last resort we will take children at risk into our care, making sure that the young people receive the right support and education

Adult Social Care

Maintaining independence - The Council’s reablement and enablement services support patients who have experienced changes in their health as a result of surgery, illness or injury. We help people to regain their independence and to learn or relearn daily living skills which prevent them from staying or going into hospital or residential care

Assessment and long term care- We work closely with individuals; their family and/or carer to create a support plan that describes the care and support needed - this could be in the community, through housing-related support or schemes such as Shared Lives -and how they can use their personal budget to best effect to pay for it. Most of the budget in this area is spent on care packages for adults.....

Adults Safeguarding- We work with health service and other agencies to reduce the risk of harm for people with care and support needs. Working with the courts, we also protect people who are unable to make their own decisions about treatment or care.....

Healthier Living

Protect and improve health while preventing illnesses- For example, this is through promoting immunisation programmes, sexual health services, drugs and alcohol services, health visiting, school nursing and the Family Nurse Partnership programme.....

Promote healthy lifestyles -This includes support to reduce obesity and help for people to give up smoking.....

Improve healthcare services - We provide advice and evidence of what works and doesn't work to the local NHS

Safer and Cleaner Neighbourhoods

Leisure centres - We have four leisure centres which are operated on the council's behalf by Fusion which is a registered charity. They include Park Road/Tottenham Green Pools and Fitness and Broadwater Farm Community Centre. New River Sport and Fitness is leased to Fusion and not within the management contract

Sport development - We promote physical activity with events and resident engagement throughout the year. This includes the School Swimming programme, London Youth Games, the Year of Walking, sports club support and activities for older and less active people

Parks - There is nearly 400 hectares of parks and open space in Haringey, the majority of which is managed by Haringey Council's Parks Service. We maintain 58 parks and open spaces, 22 of which have been accredited with Green Flags

Community safety - We work with partners to prevent and reduce crime - for example we work with young people to reduce gang activity. We also work with ex-offenders to reduce re-offending

Roads maintenance - We maintain 214 miles of roads and 23,000 street lights. Last year (2015/16) we repaired 3,960 potholes

Refuse and recycling collection - We empty 130,000 bins every week and collected a total of 32,313 tonnes of recycling last year (2015/16)

Street cleaning - We spend £8 million a year on street cleaning, which includes cleaning our town centres and main roads at least daily and the rest of the borough's roads at least once a week, and picking up, on average, 600 fly-tips every week. We hand out in the region of 400-500 fines each year for dumping, littering and not dealing with waste responsibly

Investment, Growth and Jobs

Jobs, skills and new opportunities - We bring new investment into the borough encouraging business growth, job creation and helping people develop new skills

Housing

New homes - By seeking investment we encourage new homes to be built, making them as affordable as possible. In Tottenham and Wood Green we want to see 16,000 new homes built across Tottenham and Wood Green by 2025

Homeless advice and support - We give help to families at risk of becoming homeless, providing information, advice and support on what their housing options are

Q4. Please tick the 5 things that are LESS IMPORTANT to you:

Libraries and Customer

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Healthier Living

Protect and improve health while preventing illnesses- For example, this is through promoting immunisation programmes, sexual health services, drugs and alcohol services, health visiting, school nursing and the Family Nurse Partnership programme.....

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Jobs, skills and new opportunities - We bring new investment into the borough encouraging business growth, job creation and helping people develop new skills

Housing

New homes - By seeking investment we encourage new homes to be built, making them as affordable as possible. In Tottenham and Wood Green we want to see 16,000 new homes built across Tottenham and Wood Green by 2025

Homeless advice and support - We give help to families at risk of becoming homeless, providing information, advice and support on what their housing options are

About you

- Q7 What is your age?**
- 18 or under
 - 19 - 24
 - 25 - 29
 - 30 - 34
 - 35 - 39
 - 40 - 44
 - 45 - 49
 - 50 - 54
 - 55 - 59
 - 60 - 64
 - 65 - 69
 - 70 - 74
 - 75 - 79
 - 80 or over
 - Prefer not to say
- Q8 What is your gender?**
- Female.....
 - Male.....
 - Prefer not to say
- Q9 Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?**
- Yes
 - No.....
 - Prefer not to say
- Q10 What is your ethnic group?**
- White British
 - White Irish.....
 - White Other - Greek / Greek Cypriot.....
 - White Other - Turkish.....
 - White Other - Turkish Cypriot
 - White Other - Kurdish.....
 - White Other - Gypsy / Roma.....
 - White Other - Irish Traveller
 - Black or Black British: African
 - Black or Black British: Caribbean
 - Asian or Asian British: Indian
 - Asian or Asian British: Pakistani
 - Asian or Asian British: Bangladeshi
 - Asian or Asian British: East African Asian
 - Mixed: White and Black African.....
 - Mixed: White and Black Caribbean.....
 - Mixed: White and Asian.....
 - Chinese
 - Any other ethnic background.....
 - Prefer not to say

If you ticked "Any other ethnic background", _____
 please tell us:

Thank you for taking the time to complete this questionnaire

Your Haringey, Your future – Budget engagement November 2016

Engagement findings – PART A

Q1. Are you a:

| Resident of Haringey | A business | A Councillor | Other | Total | No reply |
|----------------------|------------|--------------|-------|-------|----------|
| 776 | 33 | 7 | 18 | 834 | - |
| 93% | 4% | 1% | 2% | 100% | - |

Q2. In which postal district do you live?

| N2 | N4 | N6 | N8 | N10 | N11 | N15 | N17 | N22 | Other | Total |
|----|----|----|-----|-----|-----|-----|-----|-----|-------|-------|
| 7 | 50 | 22 | 125 | 51 | 9 | 96 | 93 | 369 | 12 | 834 |
| 1% | 6% | 3% | 15% | 6% | 1% | 12% | 11% | 44% | 1% | 100% |

What should the Council prioritise its increasingly limited resources on?

| Q3. Please tick the 5 things that are MOST IMPORTANT to you: | | |
|--|-------------------------------|-----|
| 1 | School improvement | 321 |
| | | 38% |
| 2 | Early help and prevention | 307 |
| | | 37% |
| 3 | Family support / safeguarding | 246 |
| | | 29% |
| 4 | Parks | 238 |
| | | 29% |
| 5 | Maintaining independence | 224 |

| Q4. Please tick the 5 things that are LESS IMPORTANT to you: | | |
|--|------------------------------------|-----|
| 1 | Sport development | 302 |
| | | 36% |
| 2 | Promote healthy lifestyles | 287 |
| | | 34% |
| 3 | Leisure centres | 198 |
| | | 24% |
| 4 | Jobs, skills and new opportunities | 179 |
| | | 21% |
| 5 | Roads maintenance | 178 |

| | | |
|-----------|---|-----|
| | | 27% |
| 6 | Children in Care | 221 |
| | | 26% |
| 7 | Community safety | 201 |
| | | 24% |
| 8 | Assessment and long term care | 197 |
| | | 24% |
| 9 | Street cleaning | 189 |
| | | 23% |
| 10 | New homes | 188 |
| | | 23% |
| 11 | Libraries | 185 |
| | | 22% |
| 12 | Refuse and recycling collection | 165 |
| | | 20% |
| 13 | Adults Safeguarding | 161 |
| | | 19% |
| 14 | Protect and improve health while preventing illnesses | 137 |
| | | 16% |
| 15 | Improve healthcare services | 117 |
| | | 14% |
| 16 | Leisure centres | 103 |
| | | 12% |
| 17 | Homeless advice and support | 100 |
| | | 12% |
| 18 | Promote healthy lifestyles | 92 |
| | | 11% |
| 19 | Jobs, skills and new opportunities | 92 |
| | | 11% |
| 20 | Customer service | 88 |
| | | 11% |
| 21 | Roads maintenance | 84 |
| | | 10% |

| | | |
|-----------|---|-----|
| | | 21% |
| 6 | New homes | 160 |
| | | 19% |
| 7 | Customer service | 158 |
| | | 19% |
| 8 | Street cleaning | 155 |
| | | 19% |
| 9 | Improve healthcare services | 145 |
| | | 17% |
| 10 | Parks | 143 |
| | | 17% |
| 11 | Refuse and recycling collection | 139 |
| | | 17% |
| 12 | Homeless advice and support | 137 |
| | | 16% |
| 13 | Protect and improve health while preventing illnesses | 133 |
| | | 16% |
| 14 | Community safety | 129 |
| | | 15% |
| 15 | Libraries | 122 |
| | | 15% |
| 16 | Adults Safeguarding | 107 |
| | | 13% |
| 17 | Assessment and long term care | 104 |
| | | 12% |
| 18 | Maintaining independence | 89 |
| | | 11% |
| 19 | Early help and prevention | 71 |
| | | 9% |
| 20 | Family support / safeguarding | 66 |
| | | 8% |
| 21 | School improvement | 62 |
| | | 7% |

| | | |
|-----------------|--------------------|-------------|
| 22 | Sports Development | 44 |
| | | 5% |
| Total | | 834 |
| | | 100% |
| No reply | | - |
| | | - |

| | | |
|-----------------|------------------|-------------|
| 22 | Children in Care | 30 |
| | | 4% |
| Total | | 804 |
| | | 100% |
| No reply | | - |
| | | - |

Q5. Do you have any general comments? (Please see part B)

Q6. If you would like us to update you on these engagement findings, as well as keeping you in touch with other Council issues. Please provide your email address: (Record stored with Comms)

Q7. What is your age?

| 18 or under | 19 - 24 | 25 - 29 | 30 - 34 | 35 - 39 | 40 - 44 | 45 - 49 | 50 - 54 | 55 - 59 | 60 - 64 | 65 - 69 | 70 - 74 | 75 - 79 | 80 or over | Prefer not to say | No reply | Total |
|-------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------------|-------------------|----------|-------|
| 5 | 29 | 75 | 97 | 110 | 109 | 90 | 59 | 38 | 45 | 28 | 22 | 6 | 7 | 24 | 90 | 834 |
| 1% | 3% | 9% | 12% | 13% | 13% | 11% | 7% | 5% | 5% | 3% | 3% | 1% | 1% | 3% | 11% | 100% |

Q8. What is your gender?

| Female | Male | Prefer not to say | No reply | Total |
|--------|------|-------------------|----------|-------------|
| 449 | 273 | 21 | 91 | 834 |
| 54% | 33% | 3% | 11% | 100% |

Q9. Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?

| Yes | No | Prefer not to say | No reply | Total |
|-----|-----|-------------------|----------|-------------|
| 71 | 490 | 73 | 200 | 834 |
| 9% | 59% | 9% | 24% | 100% |

Q10. What is your ethnic group?

| | |
|---|-----|
| White British | 300 |
| | 36% |
| White Irish | 49 |
| | 6% |
| White Other - Greek / Greek Cypriot | 22 |
| | 3% |
| White Other - Turkish | 22 |
| | 3% |
| White Other - Turkish Cypriot | 12 |
| | 1% |
| White Other - Kurdish | 18 |
| | 2% |
| White Other - Gypsy / Roma | 7 |
| | 1% |
| White Other - Irish Traveller | 12 |
| | 1% |
| Black or Black British: African | 32 |
| | 4% |
| Black or Black British: Caribbean | 35 |
| | 4% |
| Asian or Asian British: Indian | 15 |
| | 2% |
| Asian or Asian British: Pakistani | 4 |
| | 0% |
| Asian or Asian British: Bangladeshi | 13 |
| | 2% |
| Asian or Asian British: East African Asian | 9 |
| | 1% |
| Mixed: White and Black African | 7 |
| | 1% |

| | |
|---|-------------|
| Mixed: White and Black Caribbean | 5 |
| | 1% |
| Mixed: White and Asian | 15 |
| | 2% |
| Chinese | 14 |
| | 2% |
| Any other ethnic background | 60 |
| | 7% |
| Prefer not to say | 64 |
| | 8% |
| No reply | 119 |
| | 14% |
| Total | 834 |
| | 100% |

General Fund Capital Programme 2017/18-2025/26

| Capital Programme - approved at cabinet in June 2016 | Ten Year Planned Capital Expenditure | | | | | | | | | | |
|---|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | C'fwd | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| | | | MTFS | | | | | | | | |
| Name of Capital Investment Proposal | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Primary School modernisation and enhancement | 1,079 | 5,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Primary School - new pupil places | 1,175 | 4,000 | 700 | 20 | 20 | 20 | 0 | 0 | 0 | 0 | 0 |
| Professional Development Centre | | 100 | 350 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Youth Services | 149 | | | | | | | | | | |
| Devolved Schools Capital | 0 | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Secondary School modernisation and enhancement | 1,580 | -38 | 591 | 1,728 | 1,871 | 2,022 | 0 | 0 | 0 | 0 | 0 |
| Secondary Schools old PFI | 0 | 1,538 | 1,409 | 1,272 | 1,129 | 978 | 0 | 0 | 0 | 0 | 0 |
| Total Priority 1 - Children & Young People | 3,982 | 11,150 | 6,050 | 6,520 | 6,020 | 6,020 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Aids, Adap & AssistTech (Home Owners) | 0 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 |
| Community Reablement Hubs | 150 | 150 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| New Day Opportunities Offer - Ermine Road | 305 | 161 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Priority 2 - Adults | 455 | 2,129 | 1,868 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 | 1,818 |
| Street Lighting | 0 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Borough Roads(Highways planned maintenance) | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Structures(Highways) | 0 | 300 | 320 | 350 | 340 | 350 | 340 | 0 | 0 | 0 | 0 |
| Flood Water Management(Drainage) Gold | 0 | 500 | 530 | 560 | 590 | 620 | 650 | 680 | 710 | 750 | 790 |
| Borough Parking Plan | 5 | 300 | 300 | 300 | 300 | 0 | 0 | 0 | 0 | 0 | 0 |
| CCTV control room | 0 | 2,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Implementation Plan(LIP) | 0 | 2,617 | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 |
| Developer S106/S278 | 820 | 1,600 | 1,700 | 1,800 | 1,900 | 2,000 | 2,100 | 2,200 | 2,300 | 2,400 | 2,500 |
| Parks Asset Management: | | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 |
| Active Life in Parks: | 202 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 |
| Parkland Walk Bridges | 0 | 300 | 300 | 300 | 300 | 0 | 0 | 0 | 0 | 0 | 0 |
| Asset Management of Council Buildings | 55 | 2,500 | 2,500 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Priority 3 - Clean and Safe | 1,082 | 14,797 | 12,930 | 13,090 | 10,710 | 10,250 | 10,370 | 10,160 | 10,290 | 10,430 | 10,570 |
| Tottenham Hale - Green and Open Space | 0 | 1,580 | 1,400 | 3,815 | 6,870 | 3,200 | 900 | 2,810 | 550 | 1,450 | 50 |
| Tottenham Hale District - Streets and Spaces | 979 | 870 | 650 | 3,570 | 3,260 | 3,500 | 3,265 | 2,350 | 500 | 50 | 50 |
| Opportunity Investment Fund | 225 | 3,074 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth on the High Road (GotHR) | 675 | 831 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bruce Grove station forecourt | 0 | 400 | 400 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Tottenham Townscape Heritage Initiative | 0 | 400 | 1,095 | 673 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Heritage building improvements | 15 | 0 | 1,000 | 500 | 500 | 500 | 0 | 0 | 0 | 0 | 0 |
| Northumberland - Highways and Controlled Parking | 0 | 545 | 540 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| High Road West business acquisition | 0 | 2,000 | 4,000 | 6,000 | 10,000 | 10,000 | 20,000 | 30,000 | 0 | 0 | 0 |
| White Hart Lane - public realm improvements | 0 | 2,131 | 2,735 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Capital Programme - approved at cabinet in June 2016 | Ten Year Planned Capital Expenditure | | | | | | | | | | |
|--|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|------------|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | C'fwd | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
| | | | MTFS | | | | | | | | |
| Site Acquisitions Fund (Tottenham and Wood Green) | 0 | 16,750 | 10,000 | 10,000 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wards Corner Compulsory Purchase Order | 0 | 9,200 | 8,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wood Green Action Plan (focused local planning policy) | 106 | 300 | 300 | | | | | | | | |
| Wood Green Station Road meanwhile | 0 | 300 | 200 | | | | | | | | |
| Civic Centre | 0 | 150 | 450 | 1,000 | 1,400 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ways of Working Programme | 416 | 200 | 200 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Marsh Lane | 1,094 | 8,021 | 6,371 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hornsey Town Hall | 44 | 860 | 23 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Alexandra Palace - Heritage Lottery Fund | 0 | 3,900 | 2,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Alexandra Palace - Ongoing maintenance | 78 | 1,923 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 |
| Winkfield Road feasibility study | 192 | 103 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Alexandra Palace - West Yard Storage Project | 0 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Low Carbon Zones | 243 | 133 | 110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bruce Castle | 174 | | | | | | | | | | |
| Total Priority 4 - Growth and Employment | 4,240 | 56,171 | 40,674 | 26,382 | 32,430 | 17,600 | 24,565 | 35,560 | 1,450 | 1,900 | 500 |
| Modular Build Programme | 0 | 2,000 | 3,500 | 2,500 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisitions Scheme | 0 | 3,000 | 7,440 | 8,640 | 9,860 | 3,000 | 0 | 0 | 0 | 0 | 0 |
| Temporary Accommodation Supply Conversion | 0 | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Compulsory Purchase Orders - Empty Homes | 0 | 525 | 525 | 525 | 525 | 525 | 525 | 525 | 525 | 525 | 525 |
| Total Priority 5 - Housing | 0 | 5,875 | 11,465 | 11,665 | 12,885 | 3,525 | 525 | 525 | 525 | 525 | 525 |
| Business Improvement Programme | 1,737 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Corporate IT Board | 1,177 | 1,177 | 1,000 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ICT Shared Service | 0 | 750 | 750 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Evergreening | 727 | 950 | 950 | 950 | 950 | 950 | 950 | 950 | 950 | 950 | 950 |
| Customer Services | 622 | 951 | 374 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Libraries IT and buildings upgrade | 0 | 3,580 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Priority 6 - Enabling | 4,263 | 10,408 | 5,074 | 2,950 | 950 | 950 | 950 | 950 | 950 | 950 | 950 |

| DRAFT HRA Summary | Original 2016/17 Budget £'000 | Approved Increase / (Decrease) £'000 | Revised 2016/17 Budget £'000 | Proposed Change £'000 | 2017/18 Draft Budget £'000 |
|--------------------------------------|--|---|---|--------------------------------------|---|
| Dwelling Rental Income | (82,850) | 0 | (82,850) | 1,012 | (81,838) |
| Non Dwelling Rents | (2,997) | 0 | (2,997) | (133) | (3,130) |
| Hostel Rental Income | (1,268) | 0 | (1,268) | (486) | (1,754) |
| Leasehold Service Charge Income | (7,101) | 0 | (7,101) | (42) | (7,143) |
| Tenant Service Charge Income | (9,978) | 0 | (9,978) | 290 | (9,688) |
| Miscellaneous Income | (6,612) | 0 | (6,612) | 157 | (6,455) |
| Housing Management Costs & NNDR | 6,373 | 0 | 6,373 | (260) | 6,113 |
| Supported Housing | 366 | 0 | 366 | (366) | 0 |
| Repairs & Maintenance | 4,540 | 0 | 4,540 | (4,540) | 0 |
| Bad Debt Provision | 1,022 | 0 | 1,022 | 0 | 1,022 |
| Non-HfH Estates Costs | 7,450 | 0 | 7,450 | 33 | 7,483 |
| Total Managed Accounts | (91,055) | 0 | (91,055) | (4,335) | (95,390) |
| Community Alarm | 135 | 0 | 135 | 0 | 135 |
| Other Property Costs | 2,058 | 0 | 2,058 | 0 | 2,058 |
| Regeneration Team Recharge | 805 | 0 | 805 | (41) | 764 |
| New Build | 2,200 | 0 | 2,200 | (2,200) | 0 |
| Environmental Services Recharges | 1,111 | 0 | 1,111 | 0 | 1,111 |
| Housing GF & CDC Recharge | 3,040 | 0 | 3,040 | 414 | 3,454 |
| Adults Recharges | 254 | 0 | 254 | 0 | 254 |
| Capital Financing Costs | 13,101 | 0 | 13,101 | (3,101) | 10,000 |
| Depreciation Charge | 18,000 | 0 | 18,000 | 0 | 18,000 |
| Management Fee | 34,419 | 1,988 | 36,407 | 3,540 | 39,947 |
| Total Retained Accounts | 75,123 | 1,988 | 77,111 | (1,388) | 75,723 |
| TOTAL HOUSING REVENUE ACCOUNT | (15,932) | 1,988 | (13,944) | (5,723) | (19,667) |

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Appendix B

Priority 1

| Ref | MTFS Proposal | Information Requested | Information |
|-----|--|---|--|
| 1.4 | Family Based Placements | Current number of foster carers. | 227 foster carers as of December 2016 |
| 1.6 | Adoption and Special Guardianship Payments | Annual amount of spending on adoption and special guardianship order payments | Special guardianship order payments for 2016: £2,171,113.14 Adoption payments for 2016: £556,446.84 |

Priority 2

| Ref | MTFS Proposal | Information Requested | Information |
|-----|-------------------------|---|---|
| 2.3 | Fees and charges review | That the Equality Impact Assessment, for the Disability Related Expenditure proposal, be made available for consideration by OSC on 30 January, before final budget scrutiny recommendations are agreed. This should include narrative on the individual impact of the proposal. | The EIA for the Disability Related Expenditure proposal is attached – please note that this is a draft document that is developed and evolved if and when things progress (e.g. if it is agreed and therefore goes through to formal consultation). |
| | | The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Panel. However, it was agreed further information, about the cost implications of the Transport to Day Opportunities proposal, especially the total number of service users affected, should be made available to OSC, before final budget scrutiny recommendations are agreed. | Additional information in regards to the charging for transport to day services is attached. |
| 2.6 | New Models of Care | That additional information, on New Models of Care, be made available for consideration by the Overview and Scrutiny Committee before final budget scrutiny recommendations are agreed. This should include narrative on the range/type of | Additional information on 'New Models of Care' is attached. |

| Ref | MTFS Proposal | Information Requested | Information |
|-----|---------------|---|-------------|
| | | savings proposed, including staffing, to demonstrate how savings of £1.4 million would be achieved. | |

Priority 3

| Ref | MTFS Proposal | Information Requested | Information |
|-------------------|--|--|--|
| 3.3 | Charging for Replacement Wheelie Bins | Data on the impact of charging in other boroughs. | The service has consulted other London boroughs which charge for replacement bins but no quantitative data has been made available to officers. From consultation the impacts we are aware of that we will develop procedures for are lost/stolen bins, bins taken by the crew and properties sharing bins. We will also monitor and review the level of bins ordered and complaints data if this proposal is implemented. |
| 3.7 | Closure of Park View Road R&R - Service reduction | Comparative customer numbers and tonnage of waste collected at both R&R sites. | Information attached via excel spreadsheet |
| 3.8 | Veolia Operational Efficiencies | Figures for the increase in Council/Veolia customers anticipated in the proposal to increase the commercial waste portfolio. | The increased income is based on Veolia estimating growth of 150 to 200 new customers (exact value will be determined by number and size of contracts signed up and associated waste volumes). |
| 3.9 | Rationalisation of Parking Visitor Permits | Figures for purchase of permits broken down by CPZ | Information attached via excel spreadsheet |
| 3.13 – 3.14 | Online Parking Permit Applications & Visitor Permits & Parking New IT Platform | Details of service provision for residents with no access to IT facilities. | Details will be worked up as part of implementation, taking on board best practice from boroughs who are already successfully running e-permit schemes. This is likely to range from supported online access in customer service |

| | | | |
|--|--|--|---|
| | | | centres and libraries, to an appointment system where an individual can have their application processed by a customer service officer. |
|--|--|--|---|

Priority 4 & Priority 5

| |
|---|
| No additional information was requested |
|---|

Any Other Comments / Requests

| Information Requested | Information |
|--|---|
| <p>The H&R Panel noted that Capital Spend on Alexandra Palace is significantly higher this year than last, and requested further information. It was noted that this was not within the remit of the panel but would be passed on to the main Overview & Scrutiny Committee.</p> | <p>There are 3 elements relating to Alexandra Palace in the capital programme:-</p> <ul style="list-style-type: none"> - Alexandra Palace ongoing maintenance. There was an error in the appendix for the capital programme in the December Cabinet report which I am assuming was the issue raised at HRSP – the capital budget for this year for maintenance for 2016/17 should be the agreed annual amount of £400k rather than the £1,923k in the budget report. This will be corrected for the MTFS to Cabinet next month. - Alexandra Palace - Heritage Lottery Fund. The Council contribution is £6m split over 2016/17 and 2017/18. This is a 35 year loan. - Alexandra Palace - West Yard Storage Project. Budget for this year is £2.5m which is a one-off advance. This is also a 35 year loan. |

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Adult & Health Scrutiny Panel

Further info requested by the Panel

The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Panel. However, it was agreed further information, about the cost implications of the Transport to Day Opportunities proposal, especially the total number of service users affected, should be made available to OSC, before final budget scrutiny recommendations are agreed

There are 466 users of day opportunities, 151 of whom currently attend in-house provision and 315 of whom attend external provision. Of these, 415 are subject to charging.

A recent desktop review indicated that Haringey pay the full transport costs to and from externally delivered daycare for 32 service users although they are contributing to the cost of the day care they receive. Initial indications are that the impact of adding on the cost of transport to the day care package costs will have a very limited impact on the actual charge to the user as the cost of the overall package will be subject to the standard financial assessment, which is based on the ability to pay and not on an automatic percentage charge of the overall cost. Any increase in charges identified would therefore only be possible within the limits set out in the charging policy. These service users have not been directly affected by the transformation of council delivered day opportunities and have continued to receive services as previously.

In addition, there are 139 service users who use transport services to attend council delivered day care. The same issues arise as for externally delivered day opportunities provision.

In line with the established principle that all elements of a care package are subject to our charging policy and that this is based on financial assessment and the ability to pay, these costs are being reviewed, taking into account the changes underway within the service but always within the existing charging policy.

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EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a '**General Duty**' on all public bodies to have '**due regard**' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on the Public Sector Equality Duty, please proceed to stage 2 and complete a full Equality Impact Assessment.

Stage 2 – Full Equality Impact Assessment

An Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an Equality Impact Assessment has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the council's Equality Impact Assessment guidance before beginning the EIA process.

1. Responsibility for the Equality Impact Assessment

| | |
|---|--|
| Name of proposal | Reducing Disability Related standard disregard |
| Service area | P2 – Adult Social Service |
| Officer completing assessment | Raj Darbhanga |
| Equalities/ HR Advisor | Paul Green |
| Cabinet meeting date (if applicable) | |
| Director/Assistant Director | John Everson |

2. Summary of the proposal and its relevance to the equality duty

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *Its relevance to the Public Sector equality duty and the protected groups*

MTFS Proposal Summary:

The Disability Related Expenditure MTFS proposal sits within the wider MTFS Fees and Charges proposal which seeks to amend a number of fees and charges to bring them into line with other London boroughs and to enable cost recovery where possible and appropriate.

Specifically the Disability Related Expenditure proposal will seek to deliver £328k savings.

Haringey currently operates a 65% (£35.82) disregard and this policy has stayed the same since 2011. Other authorities have reduced the DRE and the range is from a flat rate of £10.00 to a rate of 35% (£19.00). Haringey is proposing to operate a DRE of £40%, (£22.04) by 2019/20 (i.e. 55% (£30.31 per week) saving an estimated £129k in 2017/18, 45% (£30.31 per week) saving an estimated £244k in 2018/19

Context:

People who are allocated a personal budget for care and support funded by Haringey Council, have a financial assessment to see how much they should contribute towards the cost their care and support. The approach for the financial assessment is set out in the Council's Fairer Contributions Policy which is based on guidance set out in the Care Act 2014.

The financial assessment looks at the money an individual has coming in as well as their expenses. The expenses also include Disability Related Expenditure (DRE). DRE is the extra costs people have each week because of a disability, illness or age. For example, people may pay extra laundry costs or extra heating because of their disability (other examples are listed below in appendix A). It is important that the Council takes this expenditure into account in order to ensure service users retain income to meet these costs.

To be eligible for DRE, people must be in receipt of Attendance Allowance or the care components of Disability Living Allowance or Personal Independence Payment.

In addition to the DRE disregarded income, the financial assessment also disregards an amount for 'minimum income guarantee' as set out by the Department of Health.

Current practice:

To ensure that the financial assessment process for Disability Related Expenditure is as easy and discreet as possible for service users, the Council uses a flat rate disregard. The use of a flat rate reduces the need for quite personal and sensitive discussions. This approach is to ensure that there is equitable treatment between service users. While a flat rate is applied as part of the financial assessment, individuals are offered the opportunity to complete a detailed individualised DRE assessment and any additional DRE above the standard level is also disregarded to bring a lower contribution.

At present, a standard proportion of Attendance Allowance, Disability Living Allowance Care Component or the Personal Independence Payment Daily Living Component is disregarded across all assessments with the offer of a detailed disability related expenditure assessment offered to all clients who pay towards the cost of their care. The proportion currently disregarded equates to 65% (on average £35.82 per week where the

lower rate of Attendance Allowance or middle rate of Disability Living Allowance care component or lower rate of the Personal Independence Payment Daily Living component is included in the financial assessment).

Rationale for Proposal:

The current standard disregard for DRE described above has been in place since April 2011 and research has confirmed that Haringey is much more favourable (i.e. has a much lower disregard) than other London Boroughs.

Therefore the proposal seeks to bring disregard for DRE more in line other London Boroughs.

The reduction will result in an increase in charges for service users who are currently making a contribution and have a DRE disregard included in their financial assessments. In addition, when DRE reduces to 40%, this will result in some service users of working age who are currently assessed not to contribute having to make a small contribution.

If the decision is approved, as shown in the table below, the reduction in DRE will still be more favourable than other London Boroughs.

| Authority | DRE Disregard Policy | Person retains this amount per week to pay for Disabled Related Expenditure |
|-----------|----------------------|---|
|-----------|----------------------|---|

| | | |
|-------------------------|---------------------|--------|
| Haringey | 65% (current) | £35.82 |
| Haringey 2017/18 | 55% (post decision) | £30.31 |
| Haringey 2018/19 | 45% (post decision) | £24.80 |
| Haringey 2019/20 | 40% (post decision) | £22.04 |

| | | |
|--------------------|-----------|--------|
| Hackney | 25% | £13.78 |
| Hounslow | 30% | £16.53 |
| Ealing | 35% | £19.29 |
| Merton | Flat Rate | £10.00 |
| Newham | Flat Rate | £15.00 |
| Greenwich | Flat Rate | £15.30 |
| Barking & Dagenham | Flat Rate | £15.00 |

What will the proposal mean:

People will have to pay more towards the cost of their care they receive. All service users paying a contribution towards the cost of care where disability related expenditure has been used to calculate the contribution will see an increase in their contribution if the disregard is reduced.

Mitigations:

To mitigate the impact of the increase in charges to service users, consideration has been given to the impact of reducing the standard disregard from 65% to a sum which reflects a reasonable amount of weekly expenditure as outlined above.

The proposal will also reduce the standard 65% to 40% by 2019/2020 over a number of years (as set out below) rather than an immediate reduction from 65% to 40%.

Proposal to reduce DRE in increments:

2016/2017 – reduce the disregard to 55% (from £35.82 to £30.31)

2017/2018 – reduce the disregard to 45% (to £24.80)

2019/2019 – reduce the disregard to 40% (to £22.04)

In addition we will continue to offer an individualised detailed DRE assessment to identify any additional costs above the standard disregard to reduce the contribution.

Where people opt to have an individual assessment to determine the level of DRE, they will be required to provide a detailed breakdown and evidence of this expenditure to identify any additional expenditure above the standard disregard. The expenditure has to be as result of their disability, age or health.

It is acknowledged that reducing the DRE could result in increased requests for detailed individual assessments and potentially require additional resources to manage this process and to mitigate the increase in charges as a result of reducing the DRE. This will be assessed if the proposal progresses.

Disability Related Expenditure (DRE) Impact of Changes:

The following examples are for illustrative purposes. The examples are calculated in line with Council's Contribution policy, which is based on Care Act guidance. Charges are calculated on the ability to pay.

Examples (please note that all figures relate to benefit rates effective from April 2016 and DH Minimum Income Guarantee rates):

Retirement Age

At present a 75 year old woman living alone receiving Pension Credit of £217.45 plus Attendance Allowance of £55.10 would pay £47.73.

Reducing the disregard from 65% to 55% would increase her charge to £53.24 (increase of £5.51).

Reducing the disregard from 65% to 45% would increase her charge to £58.75 (increase of £11.02).

Reducing the disregard from 65% to 40% would increase her charge to £61.51 (increase of £13.78).

Working Age and in receipt of Employment and Support Allowance

At present a 55 year old man living alone receiving Employment Support Allowance Credit of £186.90 plus Disability Living Allowance Care of £55.10 would pay £54.73.

Reducing the disregard from 65% to 55% would increase his charge to £60.24 (increase of £5.51).

Reducing the disregard from 65% to 45% would increase his charge to £65.75 (increase of £11.02).

Reducing the disregard from 65% to 40% would increase his charge to £68.51 (increase of £13.78).

Who will be affected:

As described if the proposal to reduce the DRE is approved, any person who is currently assessed to pay towards their care and support costs and a DRE is included in their financial assessment, will have an increase in their contribution.

At present there are approximately 1879 people in receipt of care in the community (that is not residential /nursing care). Initial analysis indicates a standard DRE is currently applied to approximately 700 financial assessments of which two thirds make a contribution towards the cost of their care. Any changes will mainly impact on this group. In the 700 financial assessments, there are service users that are currently not required to pay but will be required to pay when the DRE is reduced to 40%.

It is important to note that the illustrations/examples above use the benefit rates and DH guidance that are in place for 2016/17. Changes to the benefit rates and DH guidance in 2018/19 and 2019/20 could affect the above illustrations/examples.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Further information on data sources is contained within accompanying EqIA guidance. (part 8)

| Protected group | Service users | Staff |
|-----------------------------------|---|-------|
| Sex | Mosaic data of service users | N/A |
| Gender Reassignment | Current data on service users does not breakdown by gender reassignment. | N/A |
| Age | Mosaic data of service users | N/A |
| Disability | Mosaic data of service users | N/A |
| Race & Ethnicity | Mosaic data of service users | N/A |
| Sexual Orientation | Current data on service users does not breakdown by sexual orientation. | N/A |
| Religion or Belief (or No Belief) | Current data on service users does not breakdown by religion or belief. | N/A |
| Pregnancy & Maternity | Current data on service users does not breakdown by pregnancy and maternity. | N/A |
| Marriage and Civil Partnership | Current data on service users does not breakdown by marriage and civil partnership. | N/A |

If there are any gaps in the data for particular groups or no data is available, please

explain how you will address this gap

We don't have this information and we do not believe there will be a disproportionate impact based upon these protected characteristics.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please provide a brief outline of:

- *How you intend to consult with those affected by your proposal including those that share the protected characteristics*

Further information on consultation is contained within accompanying EqlA guidance (part 9)

A consultation will take place. This will be developed.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

TBC

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the

evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance (part 10)

Those affected will be either current or future service users of Adult Social funded care. Social care is provided to people as a result of ill health, disability, ethnic origin and age and these categories will be impacted. The proposed change to reduce the DRE will impact on service users who currently have a DRE applied to their financial assessment irrespective of their age, disability, ethnic origin and gender.

The service users who are in receipt of Attendance Allowance or the care components of Disability Living Allowance or Personal Independence Payment and a DRE disregard is applied to their financial assessment will be affected by this proposal. At present there are 1879 service users who are in receipt of home care and or attend a day centre of. Of the 1879 people, 500 will be affected by this proposal.

1. Sex

As of 01 January 2017, of the 1879 total service users there 855 (46%) Male users and 1022 (54%) females. Comparing this to the overall Haringey data from the 2011 census, where 51.1% are male and 49.9% are female means that the proposal will be more likely to affect females. This is expected given that there are more female users of Adult Social Services funded care and it is recognised that women live longer than men and therefore will more likely be impacted by the reduction of DRE

2. Gender reassignment

This data is not available and we do not envisage a negative impact based upon this protected characteristic.

3. Age

As of 01 January 2017, the age range of the 1879 total service users, 1008 are aged 60+ and 871 are below the age of 60. The effects of reducing the disability related expenditure will be felt across the age range under and 65+. However, it is expected that the impact will fall mostly on the 60+ as they are predominant in the people being provided with a service and being charged and therefore will be impacted.

4. Disability

Care and support is provided to vulnerable adults all of whom have a disability. Adults who receive this service who have a disability related expenditure disregard applied in their financial assessment and contribute towards the cost of their care will be affected by this proposal.

5. Race and ethnicity

As of 01 January 2017, the ethnicity of the 1879 service users is as follows:

| | | |
|---|-----|-----|
| Asian / Asian British | 146 | 8% |
| Black / African / Caribbean / Black British | 686 | 37% |
| Mixed / Multiple | 35 | 2% |
| White | 881 | 47% |
| Other Ethnic Group | 75 | 4% |
| Unidentified | 56 | 3% |

The impact of this proposed change will impact across all ethnicity groups however there is likely to be great impact for the following groups: Black / African / Caribbean / Black British and White compared to the general population. This is expected as these groups are predominant in the people being provided the

service and therefore will slightly be disproportionately impacted by this decision

6. Sexual orientation

Data is not collected in relation to the charges for clients and we do not envisage a negative impact based upon this protected characteristic.

7. Religion or belief (or no belief)

Data not collected in relation to charges and we do not envisage a negative impact based upon this protected characteristic.

8. Pregnancy and maternity

Data not collected in relation to charges and we do not envisage a negative impact based upon this protected characteristic.

9. Marriage and Civil Partnership

Not available and we do not envisage a negative impact based upon this protected characteristic.

10. Groups that cross two or more equality strands e.g. young black women

Not available

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?**
- **Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?**

The Care Act 2014 for assessing contributions sets the standard to ensure policies promote wellbeing and social inclusion. The proposal being considered is compliant with this framework.

Implementation of this proposal would affect current and future adult social care service users aged 18 and over who may be asked to contribute more towards their care and support across protected groups.

The policy will continue to provide an equitable process for financial assessments and contributions based on affordability.

Analysis of previous changes to the contributions policy indicates that the proposed changes would impact on the protected characteristics of disability. This is also supported by the analysis above. This is expected given that the profile of those most likely to receive care and support from the Council.

The proposal will result in individuals contributing more but no one will suffer severe financial hardship as a result of this decision because we are means testing individuals to ensure that they have the ability to pay through a financial assessment.

6. a) What changes if any do you plan to make to your proposal as a result of the equality impact assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance (part 11)

| Outcome | Y/N |
|---|-----|
| No major change: the EIA demonstrates the policy is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. | Y |
| Adjust the policy: the EIA identifies potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. | N |
| Continue the policy: the EIA identifies the potential for adverse impact or missed opportunities to promote equality. Clearly <u>set out below</u> the justifications for continuing with it. For the most important relevant policies, compelling reasons will be needed. | N |
| Stop and remove the policy: the policy shows actual or potential unlawful discrimination. It must be stopped and removed or changed. | N |

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

| Impact | Action | Lead officer | Timescale |
|--------|--------|--------------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

This will be monitored through the number of appeals received for charge contributions and the number of individual requests for DRE assessments.

7. Authorisation

| | |
|--------------------------------|------------|
| EIA approved by | Date |
| (Assistant Director/ Director) | |

8. Publication

Please ensure the completed EIA is published in accordance with the Council's policy.

Appendix A

Examples of Disability Related Expenditure includes:

1. Payment of any community alarm.
2. Costs of any privately arranged care services required, including respite care.
3. Costs of any speciality items or services intended to meet disability needs, for example:
 - (a) Day or night care which is not being arranged by the local authority;
 - (b) Specialist washing powders or laundry;
 - (c) Additional costs of special dietary needs due to illness or disability (permission to approach their GP in cases of doubt);
 - (d) Special clothing or footwear, for example, where this needs to be specially made; or additional wear and tear to clothing and footwear caused by disability;
 - (e) Additional costs of bedding, for example, because of incontinence;
 - (f) Any heating costs, or metered costs of water, above the average levels for the area and housing type, required by age, medical condition or disability;
 - (g) Reasonable costs of basic garden maintenance, if necessitated by a disability and not met by social services;
 - (h) Reasonable costs of cleaning or domestic help, if necessitated by a disability and not met by social services;
 - (i) purchase, maintenance, and repair of disability-related equipment, including equipment or transport needed to enter or remain in work; this may include IT costs where necessitated by a disability; reasonable hire costs of equipment may be included, if waiting for supply of equipment from Haringey Council;
 - (j) Personal assistance costs, including any household or other necessary costs;
 - (k) Other transport costs necessitated by illness or disability, including costs of transport to day centres, over and above the mobility component of DLA or PIP, if in payment and available for these costs but it will be reasonable not to take account of such costs for example where a suitable cheaper form of transport is available but is not being used.

Adult Health and Scrutiny Panel

Additional Information on MTFs Proposal 6 – ‘New Models of Care’

MTFS Proposal – New Models of Care: Proposed savings £1.4m in 2018/19.

Adult Health and Scrutiny Panel have requested additional information on the MTFs Proposal on ‘New Models of Care’. The proposal provides that:

Proposal:

There are potentially savings achievable across Priority 2 from moving to an integrated model of delivery.

The largest element of this will be savings made through integration with (i) Haringey CCG, (ii) Wellbeing Partnership with Islington Council and CCG and (iii) additional savings across North Central London cluster.

There are additional potential savings as a result of proposals to redesign adult social care through (i) further reductions in new packages of care through a more preventative approach linked into primary care and community services (ii) further staff reductions as part of the service redesign, including through more integrated ways of working. This would include at services provided currently through Adults Social Care, Public Health and the Clinical Commissioning Group.

Rationale:

These proposals are at an early stage of development. Nonetheless, other authorities in London have been developing collaborative partnerships with neighbours or with health partners and these have indicated scope for doing things better together and saving money through having more resource overall to use flexibly and innovatively. The savings proposed for Haringey draw from those achieved in models elsewhere.

Information requested by the Adult and Health Scrutiny Panel:

That additional information, on New Models of Care, is made available for consideration by the Overview and Scrutiny Committee before final budget scrutiny recommendations are agreed. This should include narrative on the range/type of savings proposed, including staffing, to demonstrate how savings of £1.4 million would be achieved.

New Models of Care – Additional Information

As described the MTFs proposal around New Models of Care are at an early stage, however the work we have been progressing with partners and evidence from other authorities provides us with confidence that by working differently and in partnership we can deliver the £1.4m savings proposed. Any proposals will be worked up in more detail and decisions taken through the appropriate democratic governance processes.

Adult Health and Scrutiny Panel

Additional Information on MTFs Proposal 6 – ‘*New Models of Care*’

The following provides some additional narrative in regards to the proposals and some early illustrations of where we have been progressing developments that will help shape our final options to deliver the savings;

Integrated Target Operating Framework:

To provide the framework, vision and context to shape developments and deliver priority 2 of the corporate plan – Healthy, Long and Fulfilling Lives, we have been developing an Integrated Target Operating Model (see **See Appendix 1**) with partner’s which sets out the principles and ways of working together to inform and steer greater health and care integration. The approach seeks to address the budget and demand challenges through the development of integrated health and care pathways that promote individuals independence and thereby reduce the demand and cost for longer term complex services. This work has been informed by service users and carers, national evidence and sector experts (including professor John Bolton), which has initially helped develop strong foundations and is being jointly and innovatively developed across Adult Social Services, Public Health and Haringey CCG.

The outcome of these developments has led to agreement across partners and stakeholders on keys stages and opportunities at which integrated or joined up care can help people to remain more independent, reducing the need for more complex and costly services. These are reflective of the P2 objectives and are focused around prevention at all stages, a stronger community offer, proactive support when people are at risk of losing their independence and responsive high quality services for those who are very vulnerable.

This approach will support developing new models of care (as outlined below), particularly for those people at risk of losing their independence.

Adult Social Care – Next Step Service Redesign

Aligned to this thinking there are opportunities for services in Adult Social Care to be further redesigned to improve support to vulnerable people by creating services that support people at an earlier stage and help them to remain independent for longer. Any changes to the service structures will be implemented in stages, with our partners, and linked to the evidence provided within the Integrated Target Operating Model.

It will build on the learning from pilot projects across different service areas, such as our Reablement and Reviews Teams. The evidence from these pilots suggest there is further potential to reduce the costs of care packages, mostly as a result of reducing long-term packages or providing alternative forms of support, e.g. Reablement.

The change required to realise these benefits will be achieved by having a commonly understood way of working (internally and with partners) and a workforce that is well informed, well motivated, well skilled and well managed.

Adult Health and Scrutiny Panel

Additional Information on MTFs Proposal 6 – ‘*New Models of Care*’

Estimated efficiencies will be delivered by identifying opportunities to reduce headcount where appropriate (although at this stage no options have been identified), changing the skills mix in teams and/or merging roles and structures with partner organisations, in addition to supporting the potential to reduce demand for complex, long term care services.

Haringey & Islington Wellbeing Partnership:

Alongside and complementary to this work we have agreed with health and care partners across Haringey and Islington key areas to work together to manage cost pressures across the Boroughs.

This partnership has been established to speed up the transformation of health and care system across Haringey and Islington, supporting residents to achieve healthier, happier and longer lives, and to deliver value and financial sustainability for all partners.

The current Wellbeing partner organisations are:

- Haringey Council,
- Islington Council
- Whittington Health, Camden & Islington NHS Foundation Trust,
- Barnet, Enfield & Haringey Mental Health NHS Trust (New partner as from June 2016)
- Islington Clinical Commissioning Group, Haringey Clinical Commissioning Group
- UCL Partners
- Haringey GP Federation, Islington GP Federation (new joiners August 2016)

The Wellbeing Partnership has agreed and is developing business plans in the following areas:

- Joined up models of care across the Boroughs (known as an Accountable Care Partnership model)
- A model of care that supports independence in frail older people with health and social care needs
- A new model of care for people with learning disabilities
- A re-designed musculoskeletal care pathway
- A model of care that improves the prevention, identification and management of diabetes and cardiovascular disease.
- Mental Health: Recovery and Enablement
- Children’s Services

The following takes a number of these as an example, with an early indication of where the financial benefits may be achieved for Adult Social Care:

Adult Health and Scrutiny Panel

Additional Information on MTFs Proposal 6 – ‘New Models of Care’

Integrated model of care for people with learning disabilities

The approach is designed to develop models of care for people with Learning Disabilities across Haringey and Islington to improve health and care outcomes and manage costs in line with existing and future budgets. The current investment across Haringey and Islington is c£63million for around 2000 people (both adults and children). Haringey’s proportion of this is c£30million (of which £1.9m is staffing costs, £24.4million is externally commissioned services and £4.6 In-House services), for c1100 people.

The opportunities to deliver the efficiencies required, that are being explored with partners, are likely to focus on budgets associated with delivering services across the boroughs; reducing the number of people requiring more complex care where appropriate; and developing more cost effective ways of supporting people of all ages with a learning disability.

A model of care that improves the prevention, identification and management of diabetes and cardiovascular disease (CVD).

Work across Haringey and Islington on cardiovascular disease and diabetes identification, prevention and management also has the potential to produce savings for adult social care. These savings would be generated through a reduction in future demand on adult social care, primarily through a reduction in number of people having strokes (which are related to CVD and Diabetes). This will be achieved by looking at all the ways we can support people earlier who may be at risk of having a stroke and CVD including prevention, continuing work on increased detection and better management of high blood pressure, 1 of the key risk factors.

A simple model of potential savings is being developed but the following provides an indication of how this will be modelled (Also see an illustration of this in **Appendix 2**):

- At present the rate of new stroke per year in Haringey (as measured by hospital admissions) is 159 per 100 000 people, and equates to 251 strokes a year in Haringey.
- This rate of strokes is 50% higher than the London average, and 23% higher than a similar neighbouring borough like Islington.
- If we were able to reduce our rate of strokes to Islington levels we would have 41 less people having strokes per year. If we were able to reduce our rates of stroke to London levels we would have 84 less people having strokes per year.
- Public Health tells us that the chance of each stroke resulting in moderate or severe disability is c38%.
- Therefore a reduction to Islington levels could result in 16 less cases of severe or moderate disability from stroke each year.
- If we assume that 50% of these people will need social care funded care we can begin to model the savings to adult social care.

Adult Health and Scrutiny Panel

Additional Information on MTFs Proposal 6 – ‘New Models of Care’

North Central London (NCL): Sustainability and Transformation Plans (STP):

On a larger footprint we are also working across North Central London to develop sustainability and transformation plans (STPs). North Central London (NCL) comprises five London Boroughs & Clinical Commissioning Groups (CCGs): Barnet, Camden, Enfield, Haringey and Islington. Approximately 1.45m live in the 5 boroughs and we spend c. £2.5bn on health and c. £800m on adult and children's social care and public health.

The plans are only in draft form at this time but the vision for NCL is to be a place with the best possible health and wellbeing, where no one gets left behind. In order to deliver this vision, there is a programme of transformation in development, with 4 areas of focus that will be designed to result in improved outcomes and experience for the local population, increased quality of services and savings. These areas are:

- 1. Prevention:** Joint efforts on prevention and early intervention to improve health and wellbeing outcomes for the whole population.
- 2. Service transformation:** To meet the changing needs of the population transform the way that we deliver services together.
- 3. Productivity:** Focus on identifying areas to drive down unit costs, remove unnecessary costs and achieve efficiencies, including working together across organisations to identify opportunities to deliver better productivity at scale.
- 4. Enablers:** Build capacity in digital, workforce, estates and new commissioning and delivery models to enable transformation.

New Models of Care: Conclusion

The MTFs proposal with regards to New Models of Care is not fully developed and agreed at this stage but will be in line with the timescales to deliver £1.4m savings in 2018/19. Any proposals will be worked up in more detail and decisions taken through the appropriate democratic governance processes.

However at this stage developments within Haringey that inform our models of social care delivery, such as the Integrated Target Operating Model; the Wellbeing Partnership with Islington, including the Learning Disabilities and Cardiovascular work streams; and the developing Sustainability and Transformation Plans across North Central London, provide the foundations, partnerships and the assurance that, working differently together, we can develop ‘New Models of Care’ that will improve the life experience and outcomes of people in Haringey and generate the savings requirements outlined.

Appendix 1

An integrated target operating model of health & care



The Integrated Target Operating Model has generated a clear, shared view across health and care partners about how the system needs to work differently. These have been captured in ‘I and How’ statements that reflect both the user & carer experience and the service design, informed by wide engagement. We are also working up proposals in six opportunity areas.

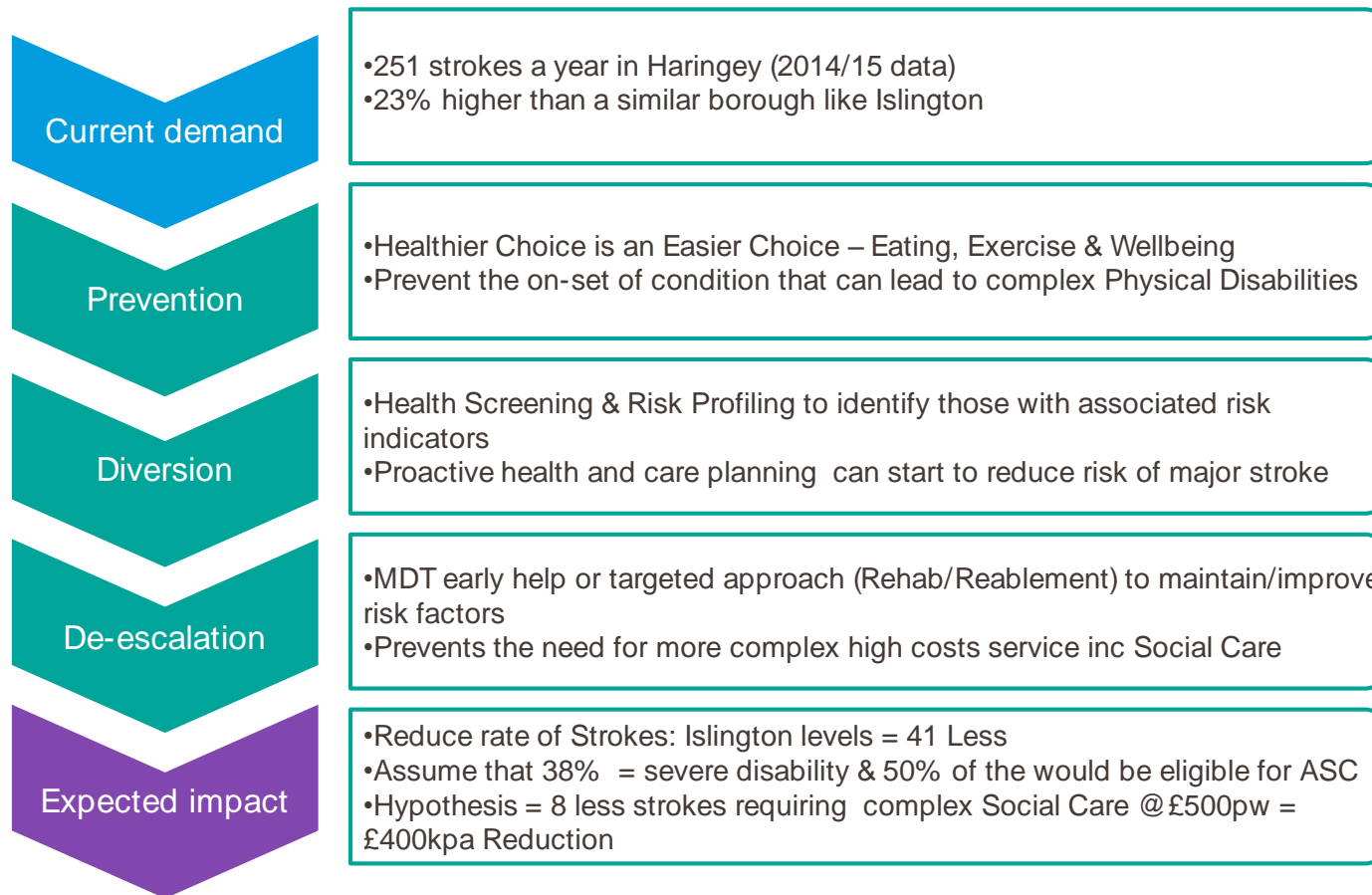


Opportunity Areas:

1. Integration of prevention commissioning
2. Developing ‘community hubs’ and the community-based support
3. Developing and integrating provision of information
4. Integrating out of hospital services
5. Redesigning adult social care services
6. New Models of Care for Learning Disabilities with Islington

Appendix 2

Illustrative Savings Opportunities: Stroke (Diabetes & CVD)



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WESTERN ROAD (formerly Hornsey High St until 23/6/14) [NLWA management from 1/11/12]

TONNAGE FROM CONTRACTORS - 2015/16

| | April | May | June | Quarter 1 | July | August | September | Quarter 2 | October | November | December | Quarter 3 | January | February | March | Quarter 4 | Total Tonnage |
|--|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Green glass | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Brown glass | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Clear glass | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Mixed glass | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Paper | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Card | 15.3 | 19.8 | 13.26 | 48.36 | 11.52 | 18.16 | 15.1 | 44.78 | 16.12 | 13.04 | 20.16 | 49.32 | 14.48 | 20.28 | 11.62 | 46.38 | 188.84 |
| Books | 0.27 | 0.39 | 0.38 | 1.04 | 0.96 | 1.21 | 1.45 | 3.62 | 0.56 | 0.31 | 0.29 | 1.16 | 0.39 | 0.86 | 1.03 | 2.28 | 8.1 |
| Mixed paper & card | | | | 0 | 8.82 | | | 8.82 | | | | 0 | | | | 0 | 8.82 |
| Steel cans | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Aluminium cans | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Mixed cans | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Plastics (hard) | 3.3 | 2.56 | 1.54 | 7.4 | 2.96 | 1.74 | 3.22 | 7.92 | 2.02 | 1.92 | 2.5 | 6.44 | 1.18 | 2.42 | 2.54 | 6.14 | 27.9 |
| Mixed Plastic Bottles | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| PET [1] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| HDPE [2] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| PVC [3] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| LDPE [4] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| PP [5] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| PS [6] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| OTHER PLASTICS [7] | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Green garden waste only | 58.34 | 59.66 | 57.58 | 175.58 | 49.5 | 41.32 | 37.56 | 128.38 | 36.4 | 22.32 | 16.3 | 75.02 | 10.92 | 20.12 | 24.46 | 55.5 | 434.48 |
| Waste food only | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Mixed garden and food waste | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Wood for composting | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Other compostable waste | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Wood | 108.06 | 104.14 | 95.36 | 307.56 | 90.22 | 94.4 | 88.16 | 272.78 | 85 | 80.56 | 64.84 | 230.4 | 61.6 | 72.4 | 83.9 | 217.9 | 1028.64 |
| Chipboard and mdf | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Composite wood materials | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| WEEE - Large Domestic App | 0.00 | 2.98 | 0.00 | 2.98 | 2.8 | 0 | 3.54 | 6.34 | 0 | 0 | 3.56 | 3.56 | 0 | 0 | 3.82 | 3.82 | 16.7 |
| WEEE - Small Domestic App | 5.86 | 5.90 | 6.54 | 18.3 | 12.48 | 6.04 | 6.46 | 24.98 | 12.66 | 6.24 | 6.3 | 25.2 | 12.36 | 0 | 11.32 | 23.68 | 92.16 |
| WEEE - Cathode Ray Tubes | 5.04 | 0.00 | 0.00 | 5.04 | 5.56 | 0 | 5.36 | 10.92 | 0 | 0 | 6.5 | 6.5 | 0 | 10.82 | 0 | 10.82 | 33.28 |
| WEEE - Fluorescent tubes and other light bulbs | 0.00 | 0.00 | 0.24 | 0.24 | 0 | 0 | 0 | 0 | 0.29 | 0 | 0 | 0.29 | 0 | 0 | 0.16 | 0.16 | 0.69 |
| WEEE - Fridges & Freezers | 2.36 | 0.90 | 0.74 | 4 | 1.68 | 0.92 | 1.02 | 3.62 | 1 | 0.72 | 0.96 | 2.68 | 0.98 | 1.96 | 1.68 | 4.62 | 14.92 |
| Other Scrap metal | 18.55 | 15.96 | 22.18 | 56.69 | 17.74 | 16.84 | 20.54 | 55.12 | 14.88 | 10.36 | 13.26 | 38.5 | 13.94 | 16.48 | 22.68 | 53.1 | 203.41 |
| Automotive batteries | 0.3 | | | 0.3 | | | | 0 | | | | 0 | | | | 0 | 0.3 |
| Post consumer, non automotive batteries | | 0.9 | | 0.9 | | | | 0 | 0.83 | | 0.86 | 1.69 | | | | 0 | 2.59 |
| Car tyres | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Van tyres | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Large vehicle tyres | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Mixed tyres | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Furniture | 0.69 | 0.72 | 0.42 | 1.83 | 0.6 | 0.3 | 0.34 | 1.24 | | | 0.34 | 0.34 | 1.32 | | 0.76 | 2.08 | 5.49 |
| Rubble | 152.48 | 167.38 | 147.24 | 467.1 | 127.6 | 105.2 | 104.74 | 337.54 | 102.42 | 76.54 | 52.54 | 231.5 | 46.78 | 33.94 | 49.72 | 130.44 | 1166.58 |
| Soil | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Plasterboard | 15.68 | 15.23 | 6.8 | 37.71 | 5.8 | 7.59 | 7.3 | 20.69 | 7.09 | 8.29 | 7.69 | 23.07 | 7.35 | 8.02 | 7.31 | 22.68 | 104.15 |
| Vegetable Oil | | | | 0 | | 1 | | 1 | | | | 0 | | | | 0 | 1 |
| Mineral Oil | | | | 0 | | | 1 | 1 | | | | 0 | | | | 0 | 1 |
| Aluminium foil | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Aerosols | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Bric-a-brac | | | | 0 | | | | 0 | | | | 0 | | 0.66 | | 0.66 | 0.66 |
| Cardboard beverage packaging | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Fire extinguishers | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Gas bottles | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Ink & toner cartridges | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Mattresses | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Paint | 0.42 | 0.41 | 0.17 | 1 | | | | 0 | | | | 0 | | | | 0 | 1 |
| Textiles & footwear | 6.58 | 5.84 | 7.16 | 19.58 | 5.98 | 6.66 | 7.82 | 20.46 | 3.88 | 5.7 | 6.08 | 15.66 | 5.5 | 7.14 | 6.7 | 19.34 | 75.04 |
| Video tapes, DVDs and CDs | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Yellow Pages | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Other materials | | | | 0 | | | | 0 | | | | 0 | | | | 0 | 0 |
| Bicycles | | | 0.07 | 0.07 | | | 0.04 | 0.04 | | | | 0 | | | | 0 | 0.11 |
| Co mingled materials | 3.9 | 5.56 | 3.9 | 13.36 | 4.16 | 4.16 | 3.38 | 11.7 | 3.12 | 4.16 | 6.24 | 13.52 | 6.24 | 3.38 | 4.16 | 13.78 | 52.36 |
| Total | 397.13 | 408.33 | 363.58 | 1169.04 | 348.38 | 305.54 | 307.03 | 960.95 | 286.27 | 230.16 | 208.42 | 724.85 | 183.04 | 198.48 | 231.86 | 613.38 | 3468.22 |
| SKIP RENTAL UNITS | | | | | | | | | | | | | | | | | |
| High sided | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 24 |
| Low sided | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 12 |
| Skips Total | 3 | 3 | 3 | 9 | 3 | 3 | 3 | 9 | 3 | 3 | 3 | 9 | 3 | 3 | 3 | 9 | 36 |

TOTAL COSTS (inc. income share)

TOTAL COSTS (exc. Income share)

INVOICED AMOUNT

| | | | | | | | | | | | | | | | | | |
|------------------------------|--------|--------|--------|---------|--------|--------|--------|---------|--------|--------|--------|---------|--------|--------|--------|--------|---------|
| Residual Non Recycled | 151.46 | 131.36 | 114.02 | 396.84 | 115.86 | 112.32 | 107.76 | 335.94 | 111.60 | 95.30 | 87.54 | 294.44 | 78.52 | 72.84 | 80.62 | 231.98 | 1259.20 |
| Total Waste Out | 548.59 | 539.69 | 477.60 | 1565.88 | 464.24 | 417.86 | 414.79 | 1296.89 | 397.87 | 325.46 | 295.96 | 1019.29 | 261.56 | 271.32 | 312.48 | 845.36 | 4727.42 |
| Recycling Rate | 72.39% | 75.66% | 76.13% | 74.66% | 75.04% | 73.12% | 74.02% | 74.10% | 71.95% | 70.72% | 70.42% | 71.11% | 69.98% | 73.15% | 74.20% | 72.56% | 73.36% |

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PARKVIEW ROAD
[NLWA management from 1st
November 2012]

TONNAGE FROM CONTRACTORS - 2016/17

| | April | May | June | Quarter 1 | July | August | September | Quarter 2 |
|--|---------------|---------------|---------------|----------------|---------------|---------------|---------------|----------------|
| Green glass | | | | 0 | | | | 0 |
| Brown glass | | | | 0 | | | | 0 |
| Clear glass | | | | 0 | | | | 0 |
| Mixed glass | | | | 0 | | | | 0 |
| Paper | | | | 0 | | | | 0 |
| Card | 9.14 | 4.86 | | 14 | 3.9 | 2.12 | 3.48 | 9.5 |
| Books | | 0.28 | | 0.28 | 0.36 | | | 0.36 |
| Mixed paper & card | 6.9 | 6.5 | 11.14 | 24.54 | 8.5 | 12.36 | 8.94 | 29.8 |
| Steel cans | | | | 0 | | | | 0 |
| Aluminium cans | | | | 0 | | | | 0 |
| Mixed cans | | | | 0 | | | | 0 |
| Plastics (hard) | | | | 0 | | | | 0 |
| Mixed Plastic Bottles | | | | 0 | | | | 0 |
| PET [1] | | | | 0 | | | | 0 |
| HDPE [2] | | | | 0 | | | | 0 |
| PVC [3] | | | | 0 | | | | 0 |
| LDPE [4] | | | | 0 | | | | 0 |
| PP [5] | | | | 0 | | | | 0 |
| PS [6] | | | | 0 | | | | 0 |
| OTHER PLASTICS [7] | | | | 0 | | | | 0 |
| Green garden waste only | 41.86 | 69.68 | 47.14 | 158.68 | 43.74 | 46.42 | 33.14 | 123.3 |
| Waste food only | | | | 0 | | | | 0 |
| Mixed garden and food waste | | | | 0 | | | | 0 |
| Wood for composting | | | | 0 | | | | 0 |
| Other compostable waste | | | | 0 | | | | 0 |
| Wood | 119.28 | 135.24 | 121.36 | 375.88 | 118.1 | 125.36 | 104.8 | 348.26 |
| Chipboard and mdf | | | | 0 | | | | 0 |
| Composite wood materials | | | | 0 | | | | 0 |
| WEEE - Large Domestic App | 2.72 | 2.24 | 0.00 | 4.96 | 0 | 1.96 | 3.8 | 5.76 |
| WEEE - Small Domestic App | 6.06 | 6.80 | 11.86 | 24.72 | 0 | 12.98 | 6.34 | 19.32 |
| WEEE - Cathode Ray Tubes | 3.25 | 2.47 | 2.28 | 8 | 2.74 | 1.8 | 1.83 | 6.37 |
| WEEE - Fluorescent tubes and other light bulbs | 0.00 | 0.00 | 0.16 | 0.16 | 0 | 0 | 0 | 0 |
| WEEE - Fridges & Freezers | 2.62 | 2.54 | 2.60 | 7.76 | 2.18 | 2.96 | 2.8 | 7.94 |
| Other Scrap metal | 17.48 | 18.52 | 20.00 | 56 | 16.3 | 22.6 | 16.58 | 55.48 |
| Automotive batteries | | | | 0 | | | | 0 |
| Post consumer, non automotive batteries | | | | 0 | | | | 0 |
| Car tyres | | | | 0 | | | | 0 |
| Van tyres | | | | 0 | | | | 0 |
| Large vehicle tyres | | | | 0 | | | | 0 |
| Mixed tyres | | | | 0 | | | | 0 |
| Furniture | | | | 0 | | | | 0 |
| Rubble | 137.34 | 145 | 133.64 | 415.98 | 137.76 | 156.46 | 118.56 | 412.78 |
| Soil | | | | 0 | | | | 0 |
| Plasterboard | 15.2 | 7.78 | 15.13 | 38.11 | 8.31 | 14.47 | 6.46 | 29.24 |
| Vegetable Oil | | | | 0 | | 0.65 | | 0.65 |
| Mineral Oil | | 1 | | 1 | | | 1 | 1 |
| Aluminium foil | | | | 0 | | | | 0 |
| Aerosols | | | | 0 | | | | 0 |
| Bric-a-brac | | | | 0 | | | | 0 |
| Cardboard beverage packaging | | | | 0 | | | | 0 |
| Fire extinguishers | | | | 0 | | | | 0 |
| Gas bottles | | | | 0 | | | | 0 |
| Ink & toner cartridges | | | | 0 | | | | 0 |
| Mattresses | | | | 0 | | | | 0 |
| Paint | 1.23 | | 0.9 | 2.13 | | 0.83 | 0.1 | 0.93 |
| Textiles & footwear | 5.26 | 4.48 | 5.46 | 15.2 | 5.02 | 7.14 | 4.48 | 16.64 |
| Video tapes, DVDs and CDs | | | | 0 | | | | 0 |
| Yellow Pages | | | | 0 | | | | 0 |
| Other materials | | | | 0 | | | | 0 |
| Bicycles | | | | 0 | | | | 0 |
| Co mingled materials | 4.16 | 4.16 | 1.3 | 9.62 | 5.46 | 5.72 | 2.68 | 13.86 |
| Total | 372.50 | 411.55 | 372.97 | 1157.02 | 352.37 | 413.83 | 314.99 | 1081.19 |
| SKIP RENTAL UNITS | | | | | | | | |
| High sided | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 |
| Low sided | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 |
| Skips Total | 3 | 3 | 3 | 9 | 3 | 3 | 3 | 9 |

TOTAL COSTS (inc. income share)

TOTAL COSTS (exc. income share)

INVOICED AMOUNT

| | | | | | | | | |
|------------------------------|--------|--------|--------|---------|--------|--------|--------|---------|
| Residual Non Recycled | 157.28 | 179.3 | 170.64 | 507.22 | 167.44 | 164.80 | 141.38 | 473.62 |
| Total Waste Out | 529.78 | 590.85 | 543.61 | 1664.24 | 519.81 | 578.63 | 456.37 | 1554.81 |
| Recycling Rate | 70.31% | 69.65% | 68.61% | 69.52% | 67.79% | 71.52% | 69.02% | 69.54% |

WESTERN ROAD (formerly Hornsey High St until 23/6/14) [NLWA management from 1/11/12]

TONNAGE FROM CONTRACTORS - 2016/17

| | April | May | June | Quarter 1 | July | August | September | Quarter 2 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Green glass | | | | 0 | | | | 0 |
| Brown glass | | | | 0 | | | | 0 |
| Clear glass | | | | 0 | | | | 0 |
| Mixed glass | | | | 0 | | | | 0 |
| Paper | | | | 0 | | | | 0 |
| Card | 17.28 | 14.12 | 18.7 | 50.1 | 17.72 | 10.64 | 12.86 | 41.22 |
| Books | 0.45 | 0.6 | 0.59 | 1.64 | 1.52 | 0.93 | 0.46 | 2.91 |
| Mixed paper & card | | 3.06 | | 3.06 | | 3.9 | 3.6 | 7.5 |
| Steel cans | | | | 0 | | | | 0 |
| Aluminium cans | | | | 0 | | | | 0 |
| Mixed cans | | | | 0 | | | | 0 |
| Plastics (hard) | 2.52 | 3.08 | 2.5 | 8.1 | 2.24 | 2.36 | 2.72 | 7.32 |
| Mixed Plastic Bottles | | | | 0 | | | | 0 |
| PET [1] | | | | 0 | | | | 0 |
| HDPE [2] | | | | 0 | | | | 0 |
| PVC [3] | | | | 0 | | | | 0 |
| LDPE [4] | | | | 0 | | | | 0 |
| PP [5] | | | | 0 | | | | 0 |
| PS [6] | | | | 0 | | | | 0 |
| OTHER PLASTICS [7] | | | | 0 | | | | 0 |
| Green garden waste only | 37.44 | 59.48 | 36.34 | 133.26 | 59.28 | 43.14 | 30 | 132.42 |
| Waste food only | | | | 0 | | | | 0 |
| Mixed garden and food waste | | | | 0 | | | | 0 |
| Wood for composting | | | | 0 | | | | 0 |
| Other compostable waste | | | | 0 | | | | 0 |
| Wood | 94.14 | 93.18 | 73.52 | 260.84 | 94.98 | 84.44 | 78.82 | 258.24 |
| Chipboard and mdf | | | | 0 | | | | 0 |
| Composite wood materials | | | | 0 | | | | 0 |
| WEEE - Large Domestic App | 0.00 | 3.96 | 0.00 | 3.96 | 0 | 3.68 | 0 | 3.68 |
| WEEE - Small Domestic App | 6.02 | 5.88 | 10.46 | 22.36 | 4.96 | 11.38 | 6.18 | 22.52 |
| WEEE - Cathode Ray Tubes | 0.00 | 5.40 | 0.00 | 5.4 | 0 | 5.24 | 0 | 5.24 |
| WEEE - Fluorescent tubes and other light bulbs | 0.00 | 0.00 | 0.00 | 0 | 0 | 0.14 | 0 | 0.14 |
| WEEE - Fridges & Freezers | 2.06 | 1.48 | 0.90 | 4.44 | 0.78 | 1.86 | 0.78 | 3.42 |
| Other Scrap metal | 18.71 | 21.46 | 20.60 | 60.77 | 17.81 | 26.16 | 21.03 | 65 |
| Automotive batteries | | | | 0 | | | | 0 |
| Post consumer, non automotive batteries | | | | 0 | | | | 0 |
| Car tyres | | | | 0 | | | | 0 |
| Van tyres | | | | 0 | | | | 0 |
| Large vehicle tyres | | | | 0 | | | | 0 |
| Mixed tyres | | | | 0 | | | | 0 |
| Furniture | 0.25 | | 0.4 | 0.65 | | | 0.15 | 0.15 |
| Rubble | 56.04 | 79.52 | 51.42 | 186.98 | 82.9 | 68.04 | 49.92 | 200.86 |
| Soil | | | | 0 | | | | 0 |
| Plasterboard | 7.19 | 7.14 | 8.26 | 22.59 | 8.77 | 7.02 | 7.15 | 20.94 |
| Vegetable Oil | 1 | | | 1 | | 0.5 | | 0.5 |
| Mineral Oil | 1 | | | 1 | | | | 0 |
| Aluminium foil | | | | 0 | | | | 0 |
| Aerosols | | | | 0 | | | | 0 |
| Bric-a-brac | | | | 0 | | | | 0 |
| Cardboard beverage packaging | | | | 0 | | | | 0 |
| Fire extinguishers | | | | 0 | | | | 0 |
| Gas bottles | | | | 0 | | | | 0 |
| Ink & toner cartridges | | | | 0 | | | | 0 |
| Mattresses | | | | 0 | | | | 0 |
| Paint | | 0.27 | 0.23 | 0.5 | 0.29 | 0.45 | 0.3 | 1.04 |
| Textiles & footwear | 5.18 | 7.08 | 8.24 | 20.5 | 6.36 | 9.76 | 7.86 | 23.98 |
| Video tapes, DVDs and CDs | | | | 0 | | | | 0 |
| Yellow Pages | | | | 0 | | | | 0 |
| Other materials | | | | 0 | | | | 0 |
| Bicycles | | | | 0 | | | | 0 |
| Co mingled materials | 5.98 | 3.64 | 3.9 | 13.52 | 6.5 | 4.94 | 8.84 | 20.28 |
| Total | 255.26 | 309.35 | 236.06 | 800.67 | 302.11 | 284.58 | 230.67 | 817.36 |
| SKIP RENTAL UNITS | | | | | | | | |
| High sided | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 |
| Low sided | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 |
| Skips Total | 3 | 3 | 3 | 9 | 3 | 3 | 3 | 9 |

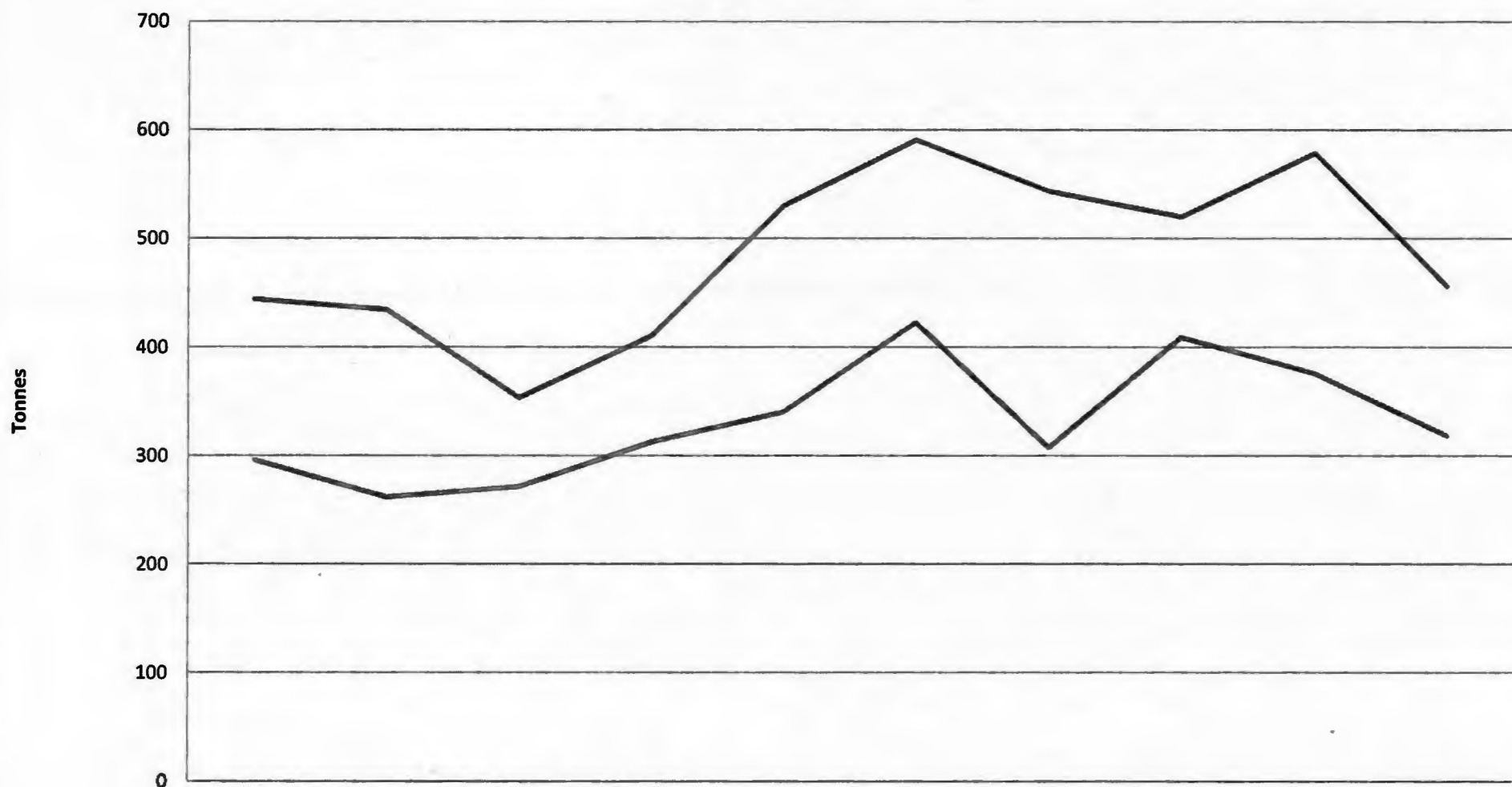
TOTAL COSTS (inc. Income share)

TOTAL COSTS (exc. Income share)

INVOICED AMOUNT

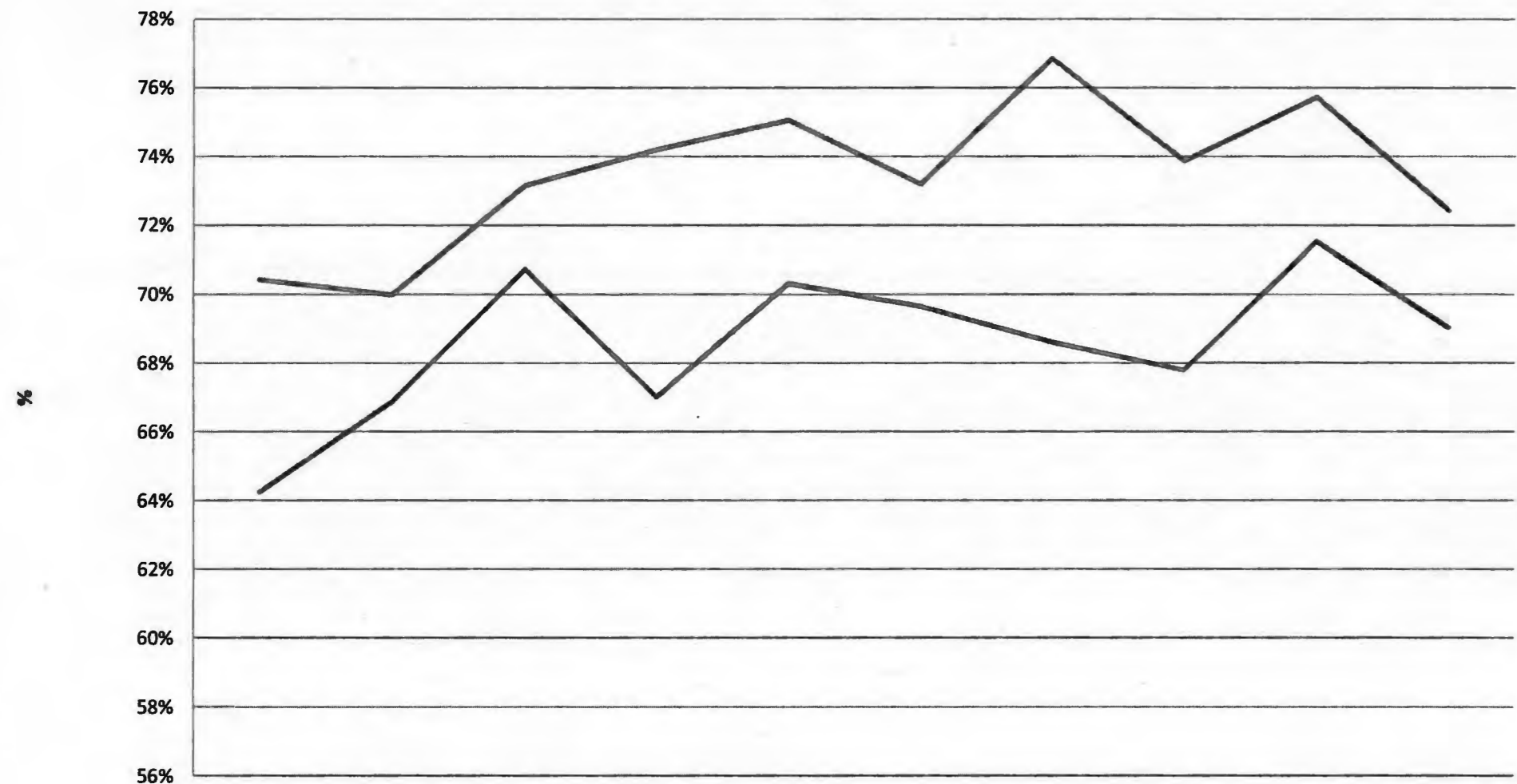
| | | | | | | | | |
|------------------------------|--------|--------|--------|---------|--------|--------|--------|---------|
| Residual Non Recycled | 84.86 | 113.28 | 71.12 | 269.26 | 106.86 | 91.24 | 87.80 | 285.90 |
| Total Waste Out | 340.12 | 422.63 | 307.18 | 1069.93 | 408.97 | 375.82 | 318.47 | 1103.26 |
| Recycling Rate | 75.05% | 73.20% | 76.85% | 74.83% | 73.87% | 75.72% | 72.43% | 74.09% |

Total Tonnage



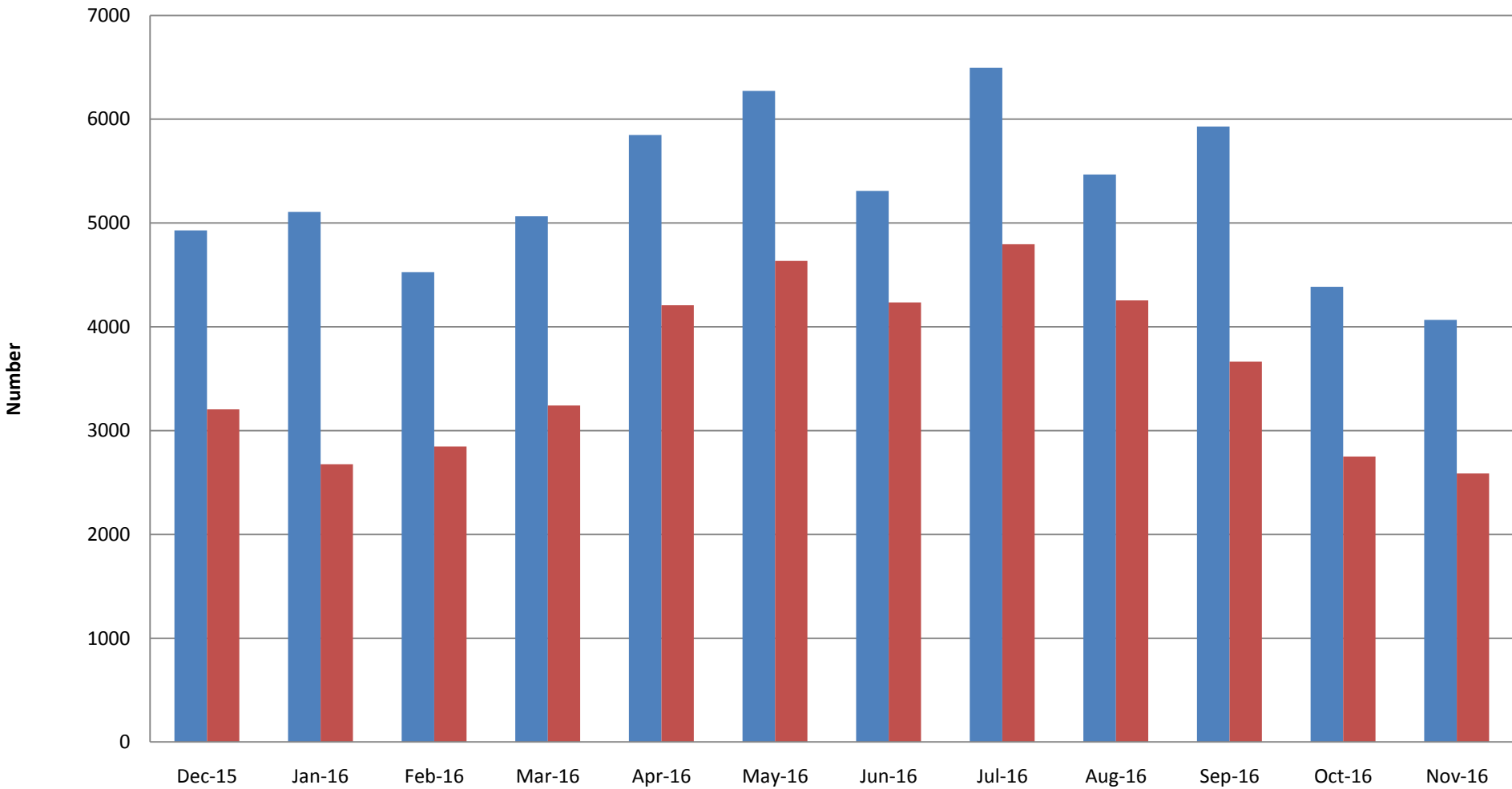
| | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 | Jul-16 | Aug-16 | Sep-16 |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Western Road | 295.96 | 261.56 | 271.32 | 312.48 | 340.12 | 422.63 | 307.18 | 408.97 | 375.82 | 318.47 |
| PVR | 444.24 | 434.56 | 353.09 | 410.18 | 529.78 | 590.85 | 543.61 | 519.81 | 578.63 | 456.37 |

R&R recycling rate



| | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 | Jul-16 | Aug-16 | Sep-16 |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Western Road | 70% | 70% | 73% | 74% | 75% | 73% | 77% | 74% | 76% | 72% |
| PVR | 64% | 67% | 71% | 67% | 70% | 70% | 69% | 68% | 72% | 69% |

Estimated Number of Visitors to R and R sites



| | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 |
|----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| ■ Western Road | 4928 | 5107 | 4527 | 5064 | 5847 | 6272 | 5309 | 6494 | 5468 | 5930 | 4386 | 4066 |
| ■ PVR | 3204 | 2676 | 2847 | 3241 | 4208 | 4634 | 4236 | 4795 | 4256 | 3665 | 2750 | 2588 |

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Permits sold by CPZ

| | |
|------|------------------------------------|
| 222 | Tottenham Hale North CPZ |
| 680 | Tottenham Hale North Event Day CPZ |
| 407 | Tottenham North CPZ |
| 151 | TOWER GARDENS CPZ |
| 879 | Tower Gardens Event Day CPZ |
| 1092 | WOOD GREEN INNER CPZ |
| 5253 | WOOD GREEN OUTER CPZ |
| 473 | WOODSIDE CPZ |

Permits sold by CPZ

| | |
|------|-------------------------|
| 127 | Alexandra Palace CPZ |
| 477 | BELMONT CPZ |
| 479 | BOUNDS GREEN CPZ |
| 261 | Bruce Grove CPZ |
| 1156 | Crouch End A |
| 714 | CROUCH END A CPZ |
| 1051 | Crouch End B |
| 133 | CROUCH END B CPZ |
| 209 | Finsbury Park |
| 386 | Finsbury Park B |
| 558 | Finsbury Park C |
| 224 | FORTIS GREEN CPZ |
| 1747 | Green Lanes (A) CPZ |
| 1633 | Green Lanes (B) CPZ |
| 623 | Highgate CPZ |
| 1048 | Highgate St.(Outer) CPZ |
| 726 | Highgate Station CPZ |
| 747 | Hornsey South CPZ |
| 14 | MYDDLETON ROAD |
| 1211 | SEVEN SISTERS CPZ |
| 43 | ST ANN'S CPZ |
| 1522 | Stroud Green |
| 2022 | Tottenham Event Day |
| 560 | Tottenham Hale CPZ |

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Budget Scrutiny Recommendations

| Children and Young People Scrutiny Panel (Priority 1) | | | | |
|--|--|---|---|---|
| Ref | MTFS Proposal | Further info requested by the Panel (if appropriate) | Recommendation | Cabinet Response Required (Yes/No) |
| 1.1 | Service Re-design and Workforce | None | Noted | No |
| 1.2 | Early Help and Targeted Response | None | Noted | No |
| 1.3 | Family Group Conferencing | None | Noted | No |
| 1.4 | Family Based Placements | Current number of foster carers. | Noted | No |
| 1.5 | Care Leavers-Semi Independent Living | None | Noted | No |
| 1.6 | Adoption and Special Guardianship Payments | Annual amount of spending on adoption and special guardianship order payments | That a report be submitted to the Panel in due course on the impact of the implementation of the refreshment of the payment policy. | No |
| 1.7 | Supported Housing | None | Noted | No |
| 1.8 | New Models of Care | None | That an update on progress with the development of the new models be submitted to a future meeting of the Panel. | No |
| 1.9 | Schools and Learning | None | That the effects of the loss of Education Services Grant be | No |

Appendix C1

| | | | | |
|--------------------|--|--|--|--|
| | | | monitored closely and that further reports be made to the Panel in due course on progress with the implementation of the proposals. | |
| Any Other Comments | | | | |
| | | | That serious concern be expressed at the lack of detail within the proposals in respect of risk modelling and that a further report on progress in delivering the savings and their impact upon service delivery be submitted to the Panel as soon as these became clear and before the end of 2017. | |

Budget Scrutiny Recommendations

| Adults and Health Scrutiny Panel (Priority 2) | | | | |
|---|--------------------------|--|---|------------------------------------|
| Ref | MTFS Proposal | Further info requested by the Panel (if appropriate) | Recommendation | Cabinet Response Required (Yes/No) |
| 2.1 | Supported Housing Review | None | Noted | No |
| 2.2 | Osborne Grove | None | Noted | No |
| 2.3 | Fees and charges review | That the Equality Impact Assessment, for the Disability Related Expenditure proposal, be made available for consideration by OSC on 30 January, before final budget scrutiny recommendations are agreed. This should include narrative on the individual impact of the proposal. | That concern be expressed about the potential impact of the Disability Related Expenditure proposal and that consideration be given to limiting the impact by reducing the cut and by spreading the reduction out over five years, rather than three. | Yes |
| | | | That a report be made to a future meeting of the Panel on the impact of the proposed DRE changes. This should include monitoring of the Equality Impact Assessment action plan and consideration of how changes are monitored via annual care assessments. Consideration should also be given to commissioning an independent audit to ensure the impact of any change is fully understood. | Yes |

Appendix C2

| | | | | |
|------------|------------------------|---|--|-----|
| | | The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Panel. However, it was agreed further information, about the cost implications of the Transport to Day Opportunities proposal, especially the total number of service users affected, should be made available to OSC, before final budget scrutiny recommendations are agreed. | That concern be expressed about the timing of the Transport to Day Opportunities saving proposal, especially in view of the number of changes already taking place across day activities for people with learning disabilities and older people with dementia. With this in mind, consideration should be given to moving this proposal back to later in the MTFS period. | Yes |
| 2.4 | Technology improvement | None | Noted | No |
| 2.5 | Market efficiencies | None | Noted | No |
| 2.6 | New Models of Care | That additional information, on New Models of Care, be made available for consideration by the Overview and Scrutiny Committee before final budget scrutiny recommendations are agreed. This should include narrative on the range/type of savings proposed, including staffing, to demonstrate how savings of £1.4 million would be achieved. | That the Cabinet Member for Finance and Health be asked to host a Member Learning and Development session, for all Members during the first half of 2017, on New Models of Care. This should include an update on the Haringey and Islington Health and Wellbeing Boards. That an update on progress with the development of New Models of Care be submitted to a future meeting of the Panel during 2017/18. | Yes |

Budget Scrutiny Recommendations

| Environment and Community Safety Scrutiny Panel (Priority 3) | | | | |
|--|--|---|---|---------------|
| Ref | MTFS Proposal | Further info requested | Recommendation | Cab response? |
| 3.1 | Charge Green waste - income generation | None | Noted | No |
| 3.2 | Charging for Bulky Household Waste | None | That concern be expressed at the potential for the proposal to lead to an increase in fly tipping and the achievability of the additional income specified and, in the light of this, the following take place: <ul style="list-style-type: none"> • A communications campaign with emphasis on the current penalty of £400 for fly tipping; • Consideration of an increase in the level of the penalty; and • Quarterly monitoring of the impact, benchmarked from the date of implementation of the proposal and, in addition, a full review after a year. | Yes |
| 3.3 | Charging for Replacement Wheelie Bins | Data on the impact of charging in other boroughs. | <ol style="list-style-type: none"> 1. That there be discretion to waive the charge if there is evidence of bins being damaged during collection; 2. That bins be made more clearly identifiable as being from Haringey; 3. That the potential for the proposal to impact adversely on income levels be noted; and 4. That the impact on the number of replacement bins requested be monitored. | Yes |
| 3.4 | Charging for recycling bins and increasing | None | Noted | No |

Appendix C3

| | | | | |
|--------------|--|--|--|-----|
| | residual bins for RSLs, Managing Agents, Developers etc... | | | |
| 3.5 | Flats Above Shops –Provision of bags - Service reduction | None | That consideration be given to posting out of bags to residents. | Yes |
| 3.6 | Reduce Outreach/ Education team - Service reduction | None | Noted | No |
| 3.7 | Closure of Park View Road R&R - Service reduction | Comparative customer numbers and tonnage of waste collected at both R&R sites. | That the impact of closure be monitored closely for any impact on the level of fly tipping | Yes |
| 3.8 | Veolia Operational Efficiencies | Figures for the increase in Council/Veolia customers anticipated in the proposal to increase the commercial waste portfolio. | The some capacity be maintained for proactive work by the graffiti service | Yes |
| 3.1 – 3.8 | Cumulative effects | N/A | That the Panel express its concern at the potential cumulative impact of the range of proposed changes to street cleansing, waste and recycling. | Yes |
| 3.9 | Rationalisation of Parking Visitor Permits | Figures for purchase of permits broken down by CPZ | 1. The age for concessionary rate be reduced from 75 to 65; and 2. That future increases in price be staged. | Yes |
| 3.10 | New Parking Operating Model | None | That concern be expressed about the proposal and that a full report on the issue be submitted to overview and scrutiny once market testing has taken place and before a decision is taken on procurement by the Cabinet. | Yes |
| 3.11 | Relocation of Parking/CCTV processes | None | That concern be expressed about the proposal and that a full report on the issue, including an equalities | Yes |

Appendix C3

| | | | | |
|-------------------|--|---|--|----|
| | and appeals | | impact assessment, be submitted to overview and scrutiny once market testing has taken place and before a decision is taken on procurement by Cabinet. | |
| 3.12 | Cashless Parking Payments | None | Noted | No |
| 3.13 – 3.14 | Online Parking Permit Applications & Visitor Permits & Parking New IT Platform | Details of service provision for residents with no access to IT facilities. | Noted | No |
| 3.15 | Sustainable Transport in CO2 Parking Permit Charge | None | Noted | No |

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Budget Scrutiny Recommendations

| Housing and Regeneration Scrutiny Panel (Priorities 4 and 5) | | | | |
|---|---|---|---|---|
| Ref | MTFS Proposal | Further info requested by the Panel (if appropriate) | Recommendation | Cabinet Response Required (Yes/No) |
| 4.1 | Tottenham Regeneration programme budget, savings from General Fund (£213k). | None. | Recommendation was welcomed, noting a reduction in expenditure on consultancy. | No |
| 4.2 | Increased planning income (£40k) | None. | Recommendation was noted, the panel welcomed an increase in income to the Council. | No |
| 4.3 | Savings from transfer of functions to HDV. | None. | Recommendation was noted, and the Panel's broader views on the HDV were set out in its interim report on governance arrangements. | No |
| HRA Comments | | | | |
| The panel noted that the Business Plan for the HRA is still being finalised and will be presented to Cabinet in February 2017. The Managing Director will prepare savings proposals for the HRA at this time. | | | | |
| Any Other Comments | | | | |
| The panel noted that Capital Spend on Alexandra Palace is significantly higher this year than last, and requested further information. It was noted that this was not within the remit of the panel but would be passed on to the main Overview & Scrutiny Committee. | | | | |

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Budget Scrutiny Recommendations

| OSC (Priority X) | | | | |
|-------------------------|--|---|--|-------------------------|
| Ref | MTFS Proposal | Further info requested by the Panel (if appropriate) | Recommendation | Cabinet Response |
| 6.1 | Legal Services - Reduction in staffing and other related expenditure | None | Noted that delivering the saving was contingent on a reduction in demand, and should be amber rather than green. | |
| 6.2 | Audit and Risk Management - reduction in cost on the external audit contract | None | Noted, with a suggestion that Corporate Committee should be invited to give a view on the audit proposals | |
| 6.3 | Democratic Services- reduction in staffing | None | Noted | |
| 6.4 | Shared Service Centre Business Support - reduction in staffing | None | Noted | |
| 6.5 | Shared Service Centre - new delivery model for shared services | None | Noted | |
| 6.6 | Reduce Opening Hours in our six branch libraries to 36 hours per | None | Recommend that this proposal not proceed. | |

Appendix C5

| | | | | |
|-------------|---|------|-------|--|
| | week | | | |
| 6.7 | Shared Service Offer for Customer Services | None | Noted | |
| 6.8 | Senior Management Saving | None | Noted | |
| 6.9 | Alexandra House decant | None | Noted | |
| 6.10 | Translation and Interpreting Service - new contract | None | Noted | |
| 6.11 | Closure of internal Print Room | None | Noted | |
| 6.12 | Communications - reduction in staffing | None | Noted | |
| 6.13 | Income generation – Advertising and Sponsorship | None | Noted | |
| 6.14 | Professional Development Centre | None | Noted | |
| 6.15 | Insurance | None | Noted | |
| 6.16 | Voluntary Severance Savings | None | Noted | |

Report for: Overview and Scrutiny Committee – 30 January 2017

Title: Work Programme Update

Report authorised by : Bernie Ryan, Assistant Director of Corporate Governance

Lead Officer: Christian Scade, Principal Scrutiny Officer, 0208 489 2933, christian.scade@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

1.1 This report gives details of the proposed OSC work programme for the remainder of the municipal year.

2. Cabinet Member Introduction

N/A

3. Recommendations

3.1 That the Committee considers the future work programme for the Overview and Scrutiny Committee, attached at Appendix 1.

Reasons for decision

3.1 The work programme for Overview and Scrutiny was agreed by the Committee at its meeting on 21 July 2016. Arrangements for implementing the work programme have progressed and the latest plans for the Committee are outlined at Appendix 1.

4. Alternative options considered

4.1 The Committee could choose not to review its work programme however this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on any changes to the work programme.

5. Background information

5.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. At its first meeting of the municipal year, on 6 June 2016, the Overview and Scrutiny Committee agreed a process for developing the 2016/17 scrutiny work programme.

5.2 Following this meeting, a number of activities took place, including a public survey and Scrutiny Cafe, where over 90 suggestions, including a number from members of the public, were discussed by scrutiny members, council officers,

partners, and community representatives. From these activities issues were prioritised and an indicative work programme agreed by the Overview and Scrutiny Committee in July, both for the Committee and the four Scrutiny Panels.

- 5.3 This item gives the Overview and Scrutiny Committee an opportunity to oversee and monitor its work programme and to suggest amendments.

6. Forward Plan

- 6.1 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3 month period.

- 6.2 To ensure the information provided to the Committee is up to date, a copy of the most recent Forward Plan can be viewed via the link below:

<http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>

- 6.3 The Committee may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

7. Recommendations, Actions and Responses

- 7.1 The issue of making, and monitoring, recommendations/actions is an important part of the scrutiny process. A verbal update on actions completed since the last meeting will be provided by the Principal Scrutiny Officer.

8. Contribution to strategic outcomes

- 8.1 The individual issues included within the work plan were identified following consideration by relevant Members and officers of the priorities within the Corporate Plan. Their selection was specifically based on their potential to contribute to strategic outcomes.

9. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

- 9.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

Legal

- 9.2 There are no immediate legal implications arising from this report.
- 9.3 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.
- 9.4 In accordance with the Council's Constitution:
- the approval of the future scrutiny work programme and the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the Overview and Scrutiny Committee.
 - an Overview and Scrutiny Committee meeting may be called by the Chair of the Overview and Scrutiny Committee after consultation with the Chief Executive, by any two Members of the Committee or by the proper officer if he/she considers it necessary or appropriate.
- 9.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

Equality

- 9.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 9.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;

- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

9.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

10. Use of Appendices

10.1 Appendix 1 – Overview and Scrutiny Committee Work Programme

11. Local Government (Access to Information) Act 1985

11.1 External web links have been provided in this report. Haringey Council is not responsible for the contents or reliability of linked websites and does not necessarily endorse any views expressed within them. Listings should not be taken as an endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

Overview and Scrutiny Committee Work Programme 2016/17

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|---------------------|---|---|--|
| 6 June 2016 | Confirmation of memberships & ToR for scrutiny bodies | This report needs to be agreed to confirm the memberships and remits of the Panels. | Martin Bradford / Christian Scade |
| | Appointment of representatives to the NCL JHOSC | Last year this was taken as an urgent report | Martin Bradford / Christian Scade |
| | Cabinet Member Q&A | Leader's State of the Borough Report To set out the Council's priorities for the municipal year and enable strategic questioning to influence the scrutiny work programme for 2016/17 | Cllr Kober (Ben Hunt) |
| | Capital Strategy | For consideration by OSC before Cabinet in June and Council in July | Maggie Shields / Anna D'Alessandro/ Tracie Evans |
| | Scrutiny Work Programme Development | To agree the process and criteria for developing the 2016/17 scrutiny work programme | Martin Bradford / Christian Scade |
| | Social Inclusion Scrutiny Project | Interim Report | Martin Bradford / Christian Scade |
| | Cycling Scrutiny Project | Final Report | Rob Mack |
| | Adults and Health Scrutiny Panel Update on Projects | Following a request from the Chair of Adults and Health Scrutiny Panel a short briefing note will be prepared in relation to the work that has been undertaken by the Panel in terms of adult safeguarding. | Christian Scade |
| | Verbal update on Scrutiny Projects | Housing Viability Assessments Community Safety in Parks | Martin Bradford / Rob Mack |

Appendix 1

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|--------------|---|--|---|
| | | (Final Reports expected July 2016) | |
| | Disproportionality in the Youth Justice System – Scope and Terms of Reference | To agree the terms of reference for project work being undertaken by the Children and Young People’s Scrutiny Panel | Rob Mack |
| 21 July 2016 | Corporate Plan Priority Dashboards – Q1 Update | Performance Monitoring Q1 | Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh |
| | The Council’s Financial Outturn 2015/16 | Final Outturn | Tracie Evans / Anna D’Alessandro |
| | Budget Scrutiny Arrangements | Paper to outline arrangements (timeframes, type of scrutiny activity and KLOE) for scrutiny input in relation to planning and setting the budget. Further issues concerning monitoring the budget and reviewing the budget to be picked up as part of the MLD on financial scrutiny. | Tracie Evans / Anna D’Alessandro |
| | Community Safety in Parks (Scrutiny Project) | Final Report | Rob Mack |
| | Housing Viability Assessments (Scrutiny Project) | Final Report | Martin Bradford |
| | Scrutiny Annual Report 2015/16 | To consider and agree the draft annual report reviewing O&S work with a clear focus on scrutiny undertaken in relation to child safeguarding as requested by OSC in July 2015 | Martin Bradford / Christian Scade / Rob Mack |
| | Overview and Scrutiny Work Programme | To confirm the work programme for OSC and the Panels following discussions at the Scrutiny Cafe and first round of meetings | Christian Scade / Martin Bradford / Rob Mack |

Appendix 1

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|-----------------|---|--|--|
| 17 October 2016 | Workforce Plan Update | <p>Due to recent developments, and to ensure other items are prioritised, the Chair has agreed that this item should be picked up outside the meeting.</p> <p>Instead, a Cabinet Member briefing will be circulated to all members in early September This will include input from Cllr Wright, OSC Chair, and Cllr Sahota, S&R Chair, with consideration given to the MTFS timetable.</p> | <p>Daksha Desai / Jacquie McGeachie</p> <p>Cllr Ali Demirci, Cabinet Member, Corporate Resources</p> |
| | Scrutiny Panel Membership | Update ref Panel Memberships | Felicity Foley |
| | Finsbury Park Events – Scrutiny Project | Monitoring of previous scrutiny recommendations in view of recent events as agreed by OSC on 8 March 2016 . | Cllr Ahmet, Cabinet Member, Environment Simon Farrow / Sarah Jones |
| | Budget Monitoring – Q1 | | Tracie Evans / Anna D'Alessandro / Cabinet Member, Finance and Health |
| | Update on Budget Scrutiny Recommendations (2015/16) | Monitoring of previous recommendations – from February 2016 | Tracie Evans / Anna D'Alessandro / Cabinet Member, Finance and Health |
| | Proposals for Pre-Budget Engagement | Draft Engagement Report | Simon Jones / Cabinet Member, Finance and Health |
| | Disproportionality within the Youth Justice System (Scrutiny Project) | Final Report | Rob Mack |
| | Scoping Reports for 2016/17 Scrutiny Projects | To out-line the aims and objectives, methodology and timescales for agreed scrutiny projects for 2016/17. | Christian Scade / Martin Bradford / Rob Mack |
| | Supported Housing for Older | | |

Appendix 1

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|------------------|--|--|--|
| | People; Physical Activity for Older People; and Fear of Crime. | To be picked up as part of the standing work programme item. | |
| 28 November 2016 | Corporate Plan Priority Dashboards | Performance Monitoring Q2 | Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh |
| | Budget Monitoring | Budget Monitoring Q2 | Tracie Evans / Anna D'Alessandro |
| | Annual Complaints Report | To consider key trends and lessons learnt from complaints, including the annual review letter from the LGO. | Sue Dyos / Mark Rudd |
| | Welfare Reform Update | Update on the action plan / work being carried out by the Council on the cumulative impact of welfare reform | Erica Ballmann / Chaudhry Zakir / Jim Brady |
| | Job Support Market – Scrutiny Project | Monitoring of previous scrutiny recommendations | Vicky Clark / Ambrose Quashie |
| | Corporate Parenting | <p>To review how the Council performs its corporate parenting responsibilities as requested in July 2015. This will focus on:</p> <ol style="list-style-type: none"> 1. The roles and responsibilities of Haringey’s Corporate Parenting Advisory Committee; 2. “10 questions to ask if you’re scrutinising services for looked after children”; 3. The voice of the child/young person and how this might be strengthened. | <p>Neelam Bhardwaja / Dominic Porter-Moore / Anneke Fraser</p> <p>Cllr Weston, Cabinet Member, Children and Families</p> |

Appendix 1

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|-----------------|--|---|---------------------------------|
| | | 4. Areas of work still relevant / outstanding from Corporate Parenting Scrutiny Review (2011) – linked to the “10 questions” above (rather than just monitoring previous scrutiny recommendations); 5. Learning from Lessons of Rotherham – Implications for Corporate Parenting. 6. Opportunities for scrutiny involvement moving forwards. | |
| | Development Vehicle (Scrutiny Project) | Verbal Update (Work Programme) | Martin Bradford |
| | Scrutiny Scoping Report How Child Friendly is Haringey? | To out-line the aims and objectives, methodology and timescales for agreed scrutiny projects for 2016/17 To be picked up as part of the standing work programme item | Rob Mack Christian Scade |
| 17 January 2017 | Budget Scrutiny – Priority X | To consider proposed revenue savings proposals for Priority X (Enabling) | Richard Grice / Hannah LeVay |
| | Budget Scrutiny | Draft Recommendations | Christian Scade |
| | Development Vehicle (Scrutiny Project) | Final Report | Michael Kay |

Appendix 1

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|-----------------|---|--|---|
| 30 January 2017 | Treasury Management Strategy Statement | To consider the Treasury Management Strategy Statement, including the Minimum Revenue Provision | Jo Moore / Olodapo Shonola |
| | Budget Consultation Findings | Presentation on findings | Simon Jones |
| | Budget Scrutiny Minutes (Panels and OSC) | To note the minutes of the various budget scrutiny meetings | Christian Scade / Rob Mack / Martin Bradford / Felicity Foley |
| | Budget Scrutiny Recommendations | To note additional information requested and to approve the final budget recommendations of OSC and its Panels. | Christian Scade |
| 9 February 2017 | Housing Consultation / Housing Disadvantage | <p>This special meeting will provide an opportunity, at a timely juncture, for scrutiny to look at findings from the following consultations: Housing Allocations Policy; Tenancy Strategy; Homelessness Strategy and Delivery Plan; and Intermediate Housing Policy.</p> <p>In addition, following OSC's work on Social Inclusion during 2015/16, the meeting provides an opportunity to ensure concerns raised about housing disadvantage, outlined in the Committee's interim report (June 2016) are considered.</p> <p>Meeting on 9 February will ensure scrutiny input before Cabinet on 14 March. The Chair has confirmed Housing and Regeneration Scrutiny Panel members will be invited to take full part in the discussion.</p> | <p>Dan Hawthorne / Nick Smith / Alan Benson</p> <p>Cllr Alan Strickland, Cabinet Member for Housing Regeneration and Planning</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p> |

Appendix 1

| Meeting Date | Agenda Item | Details and desired outcome | Lead Officer / Witnesses |
|---------------|---|--|--|
| 27 March 2017 | Finsbury Park Events – Update (Date TBC) | Update on scrutiny recommendations from 2015/16. This item will focus on work / the procurement process to develop a 3-5 year events programme (recommendation 14). Requested by OSC in Oct 2016. | Simon Farrow |
| | Budget Monitoring – Q3 | | Tracie Evans / Anna D'Alessandro |
| | Corporate Plan Priority Dashboards – Q3 Update | Performance Monitoring Q3 | Charlotte Pomery / Margaret Gallagher |
| | Council's Statement of Gambling Policy / Local Area Profiles (Date TBC) | This item relates to the "Consultation on revised Statement of Licensing Policy for Gambling Act 2005" item considered by OSC in October 2015. | Daliah Barrett |
| | Customer Service Transformation | Corporate Programme Update / Monitoring – to build on the issues discussed by OSC in March 2016 – with input from Cllr Vanier, Cabinet Member, Customer Services and Culture | Cllr Vanier, Cabinet Member, Customer Services & Culture Tracie Evans / Andy Briggs |
| | Scrutiny Projects 2016/17 – Final Reports Physical Activity for Older People; How Child Friendly is Haringey?; Fear of Crime | To consider / approve final project reports | Martin Bradford / Rob Mack / Christian Scade |

Future Items

- **Cabinet Member Q&A Sessions** – details TBC
- **HWB Commissioning / Pooled Budgets / Governance Arrangements** – details TBC
- **Complaints Update** (June 2017 – TBC)
 - o based on discussion by OSC at 28 November 2016 meeting
- **Q4 / EOY Performance Monitoring** (June 2017)
- **The Council’s Financial Outturn 2016/17** (July 2017)
- **Joint Enforcement Update**
 - o Update to be provided to OSC following the officer briefing circulated to OSC members in March 2016.
 - o Eubert Malcolm
- **“After the Riots” – update on progress with implementation of recommendations**
 - o The recommendations of the review cover employment, regeneration and community relations and are cross cutting in nature. For further discussion by OSC on 21 July 2016.
- **Scrutiny Self-Assessment / Peer Review**
 - o This request was made by [OSC in July 2015 ref agenda items 12 and 16](#)