

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

**Tuesday, 17th 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**

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

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. SCRUTINY OF THE DRAFT 5 YEAR MEDIUM TERM FINANCIAL STRATEGY - PRIORITY X (PAGES 1 - 152)

To consider and comment on the Council's draft 5 year (2017/2018 to 2021/2022) Medium Term Financial Strategy proposals relating to Priority X only.

7. DRAFT BUDGET SCRUTINY RECOMMENDATIONS (PAGES 153 - 170)

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 draft recommendations that have been reached to date by each of the Scrutiny Panels.

8. INTERIM REPORT GOVERNANCE ARRANGEMENTS FOR HARINGEY DEVELOPMENT VEHICLE (FROM THE HOUSING AND REGENERATION SCRUTINY PANEL) (PAGES 171 - 198)

To receive the report and approve any recommendations contained therein.

9. FUTURE MEETINGS

30 January 2017
9 February 2017 (special)
27 March 2017

Felicity Foley, Principal Committee Co-ordinator

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Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 09 January 2017

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- Report for:**
- Housing and Regeneration Scrutiny Panel, 14th December 2016
 - Children and Young People Scrutiny Panel, 19th December 2016
 - Adults and Health Scrutiny Panel, 20th December 2016
 - Environment and Community Safety Scrutiny Panel, 21 December 2016
 - Overview and Scrutiny Committee, 17th January 2017

Title: **Scrutiny of the Draft 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: N/A

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1 To consider and comment on the Council's draft 5 year (2017/2018 to 2021/2022) Medium Term Financial Strategy proposals relating to Priority X.

2. Recommendations

- 2.1 That the Committee consider, and provide recommendations to the 30 January Overview and Scrutiny Committee, on the Medium Term Financial Strategy 2017/2018 to 2021/2022 and savings proposals relating to Priority X.

3. Background information

- 3.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall 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".

- 3.2 Also laid out in this section is that "the Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 of the Constitution".

4. Overview and Scrutiny Protocol

- 4.1 The Overview and Scrutiny Protocol lays out the process of Budget Scrutiny and 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 in paragraph 9.2, 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 the Cabinet Member for Finance and Sustainability 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.

5. Draft 5 year MTFs (2017/18-2021/22)

- 5.1 In July of this year the Overview and Scrutiny Committee considered the MTFs 2017/18-2021/22 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 and a draft MTFs is now in place for consideration by Cabinet.
- 5.2 The draft MTFs uses the last year of the currently approved MTFs (2017/18), as 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 has led to a new range of proposals being reported to Cabinet in December 2016.
- 5.3 This meeting is asked to consider the proposals relating to the services within its remit and to make draft recommendations to be referred to the Overview and Scrutiny Committee on 30th January 2017 for discussion, prior to approval and referral to Cabinet for consideration in advance of the Full Council meeting in February. For reference the remit of each Scrutiny Panel is as follows:-
 - Children and Young People Scrutiny Panel - Priority 1
 - Adult and Health Scrutiny Panel - Priority 2
 - Environment and Community Safety Scrutiny Panel - Priority 3
 - Housing and Regeneration Scrutiny Panel - Priority 4 and Priority 5
 - Overview and Scrutiny Committee - Priority X
- 5.4 In July 2016 “Making Financial Scrutiny Count” training was provided to the Overview and Scrutiny Committee members and open to all Scrutiny Panel Members. Possible key lines of enquiry are attached at Appendix A as an aide memoir. This report is specifically concerned with Stage 1 (planning and setting the budget) as a key part of the overall annual financial scrutiny activity.

- 5.5 Appendix B is the report to Cabinet for their meeting of 13 December, which includes the proposals for the MTFs and an explanation of the assumptions etc that underpin the proposals.

6. Contribution to strategic outcomes

- 6.1 The Budget Scrutiny process for 2017/18 will contribute to strategic outcomes relating to all Council priorities.

7. Statutory Officers comments

Finance

- 7.1 There are no financial implications arising directly from 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

- 7.2 There are no immediate legal implications arising from this report.
- 7.3 In accordance with the Council's Constitution (Part 4, Section G), the Overview and Scrutiny Committee should undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol, which is outside the Council's constitution, covering the Overview and Scrutiny Committee.

Equality

- 7.4 The Council has a public sector equality duty under the Equality 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.
- 7.5 The proposals in the MTFs 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.

8. Use of Appendices

Appendix A: Key lines of enquiry for budget setting

Appendix B: Report to Cabinet on MTFs proposals for 13 December Meeting

9. Local Government (Access to Information) Act 1985

Background papers:

5 year Medium Term Financial Strategy (2017/18-2021/22) - Cabinet 13th December 2016

Financial Scrutiny: Understanding your Role in the Budget Process

This document summarises issues and questions you should consider as part of your review of financial information. You might like to take it with you to your meetings, and use it as an aide-memoir.

Overall, is the MTFS and annual budget:

- A financial representation of the council's policy framework/ priorities?
- Legal (your Section 151 Officer will specifically advise on this)?
- Affordable and prudent?

Stage 1 – planning and setting the budget

Always seek to scrutinise financial information at a strategic level and try to avoid too much detail at this stage. For example, it is better to ask whether the proposed budget is sufficient to fund the level of service planned for the year rather than asking why £x has been cut from a service budget.

Possible questions which Scrutiny members might consider –

- Are the MTFS, capital programme and revenue budget financial representations of what the council is trying to achieve?
- Does the MTFS and annual budget reflect the revenue effects of the proposed capital programme?
- How does the annual budget relate to the MTFS?
- What level of Council Tax is proposed? Is this acceptable in terms of national capping rules and local political acceptability?
- Is there sufficient money in “balances” kept aside for unforeseen needs?
- Are services providing value for money (VFM)? How is VFM measured and how does it relate to service quality and customer satisfaction?
- Have fees and charges been reviewed, both in terms of fee levels and potential demand?
- Does any proposed budget growth reflect the council's priorities?
- Does the budget contain anything that the council no longer needs to do?
- Do service budgets reflect and adequately resource individual service plans?
- Could the Council achieve similar outcomes more efficiently by doing things differently?

Stage 2 – Monitoring the budget

It is the role of “budget holders” to undertake detailed budget monitoring, and the Executive and individual Portfolio Holders will overview such detailed budget monitoring. Budget monitoring should never be carried out in isolation from service performance information. Scrutiny should assure itself that budget monitoring is being carried out, but should avoid duplicating discussions and try to add value to the process. Possible questions which Scrutiny members might consider –

- What does the under/over spend mean in terms of service performance? What are the overall implications of not achieving performance targets?
- What is the forecast under/over spend at the year end?
- What plans have budget managers and/or the Portfolio Holder made to bring spending back on budget? Are these reasonable?
- Does the under/over spend signal a need for a more detailed study into the service area?

Stage 3 – Reviewing the budget

At the end of the financial year you will receive an “outturn report”. Use this to look back and think about what lessons can be learned. Then try to apply these lessons to discussions about future budgets. Possible questions which Scrutiny members might consider –

- Did services achieve what they set out to achieve in terms of both performance and financial targets?
- What were public satisfaction levels and how do these compare with budgets and spending?
- Did the income and expenditure profile match the plan, and, if not, what conclusions can be drawn?
- What are the implications of over or under achievement for the MTFS?
- Have all planned savings been achieved, and is the impact on service performance as expected?
- Have all growth bids achieved the planned increases in service performance?
- If not, did anything unusual occur which would mitigate any conclusions drawn?
- How well did the first two scrutiny stages work, were they useful and how could they be improved?

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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

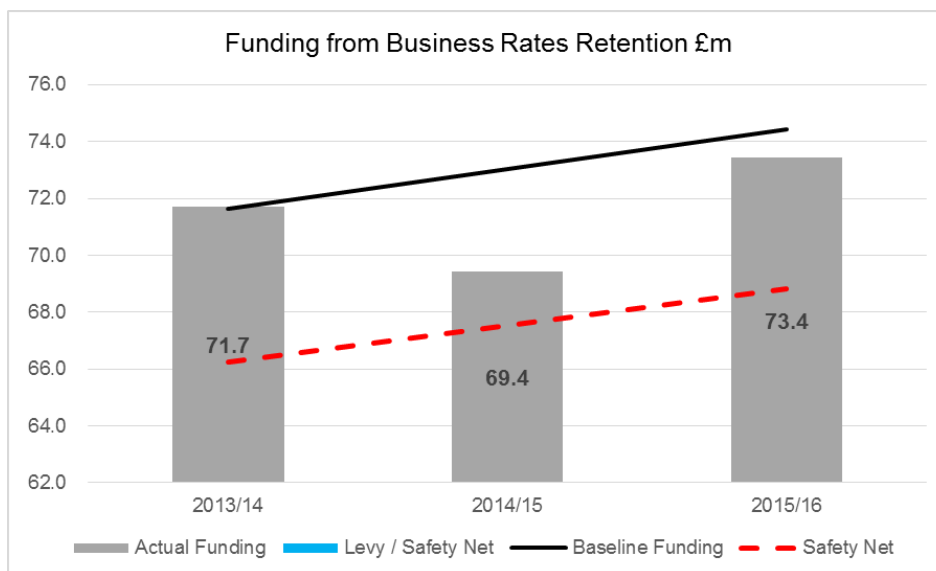
- 6.16 In July 2016, DCLG published the consultation paper “Self-sufficient local government: 100% Business Rates Retention”. This paper begins to deal with issues in transferring the remaining 50% of business rates income to local government; consulting on issues such as which existing funding streams 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 MTF 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).

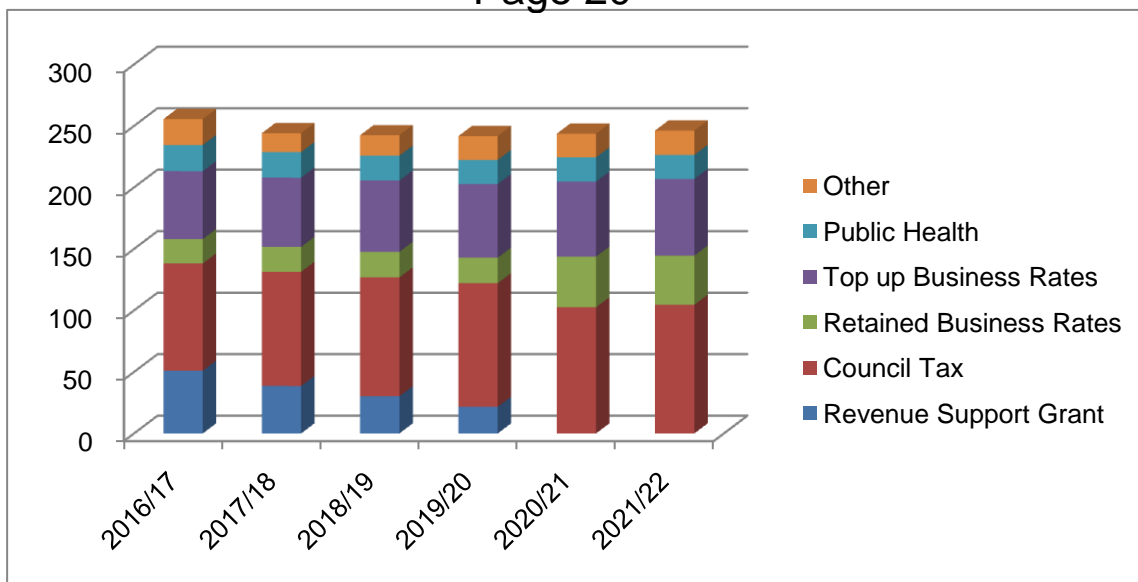
d) Core Grants

- 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

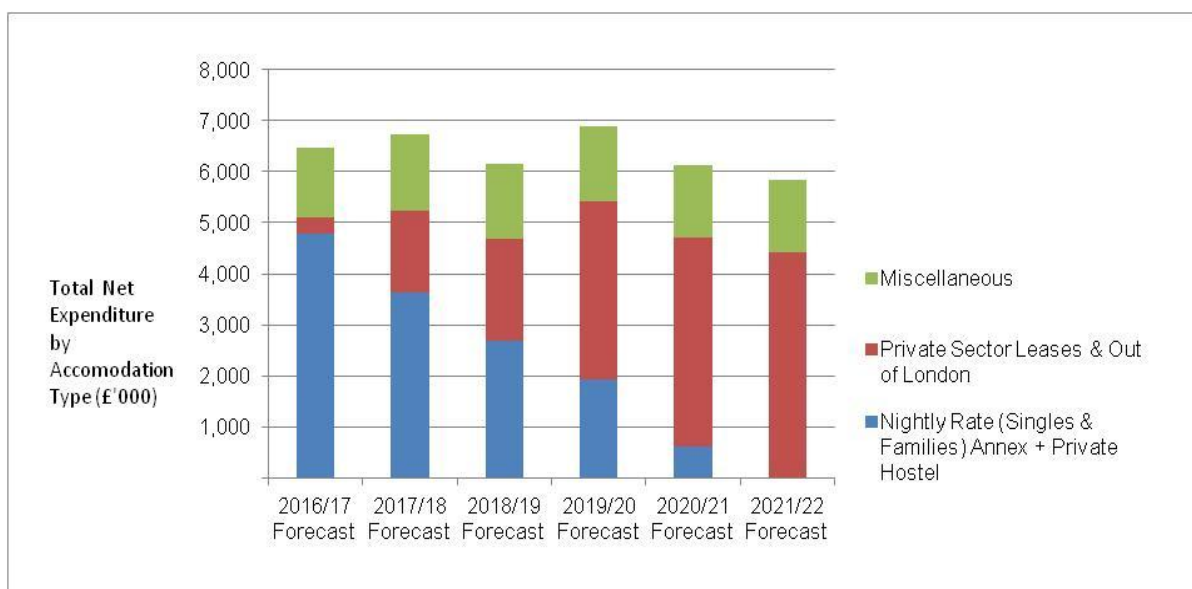
The Temporary Accommodation budget pressure is a result of 2 main issues:

- 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).

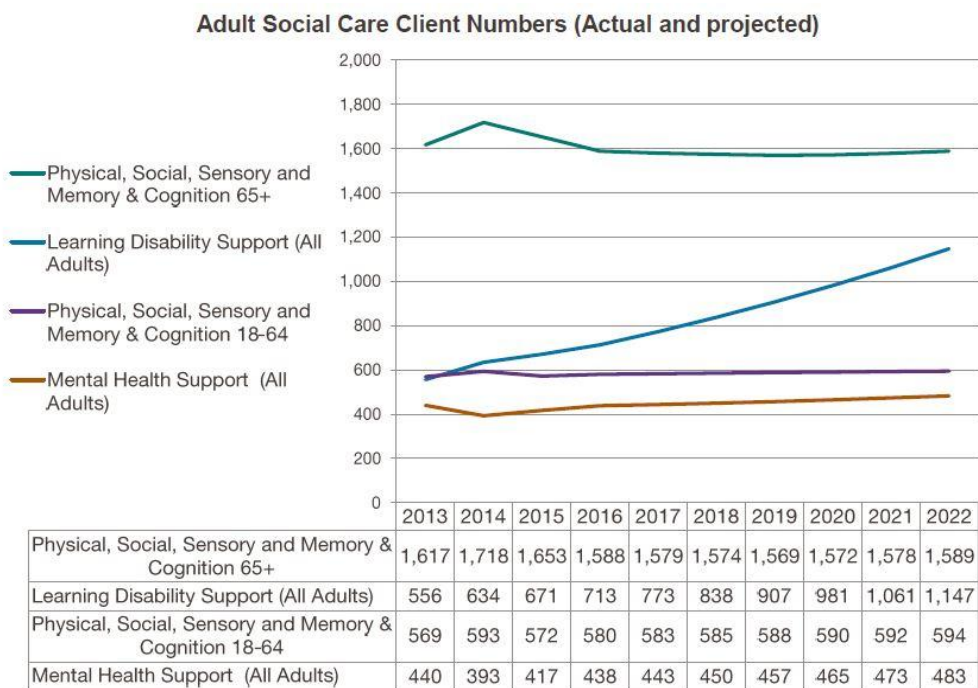
Table 8: Temporary Accommodation expenditure forecasts



8.13.2 Adult Social Care

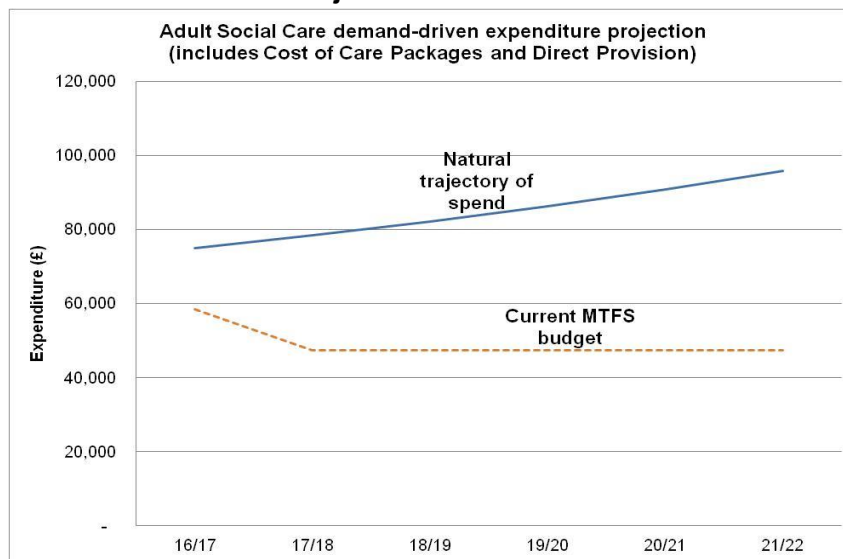
The key cost drivers are the number, cost and duration of packages of care for individual clients. The actual and forecast numbers of clients in the main categories of need are set out in the table below. These figures take account of the likely level of cases which would be expected to cease. Physical, 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.

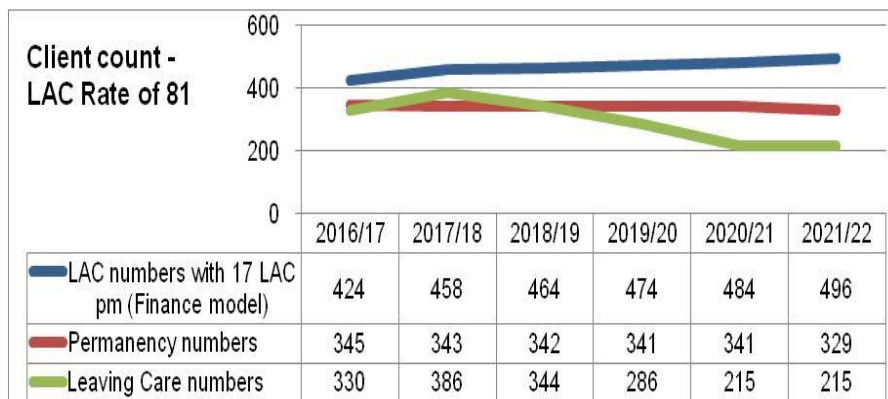
8.13.3 Children’s Social Care

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.

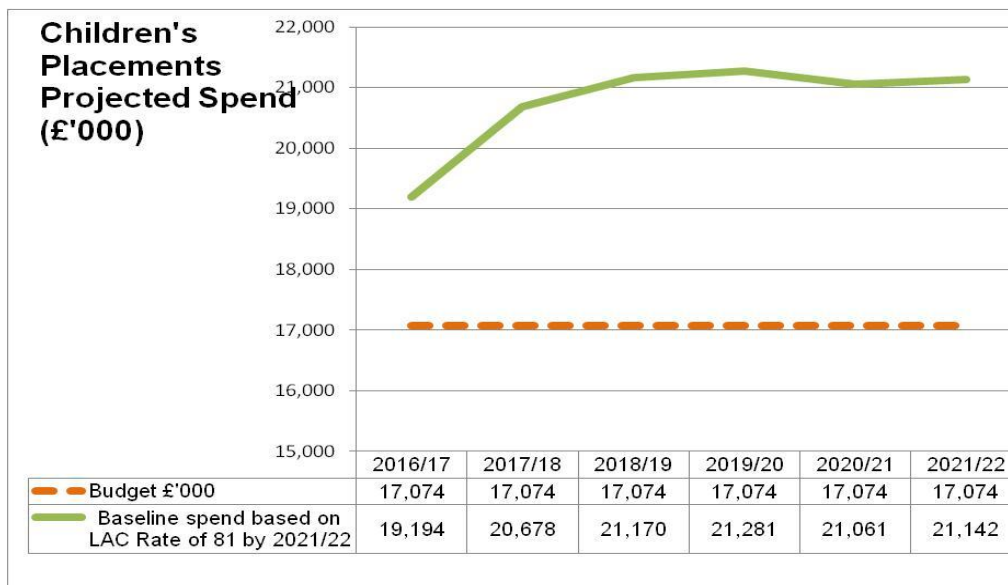
The current Looked After Children (LAC) rate per 10,000 is 72, assuming a future stable rate of 76-81 (in line with Statistical Neighbour trends), we will continue to have a significant budget pressure. For Looked After Children the assumption has been 17 new cases per month (consistent with the rate 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

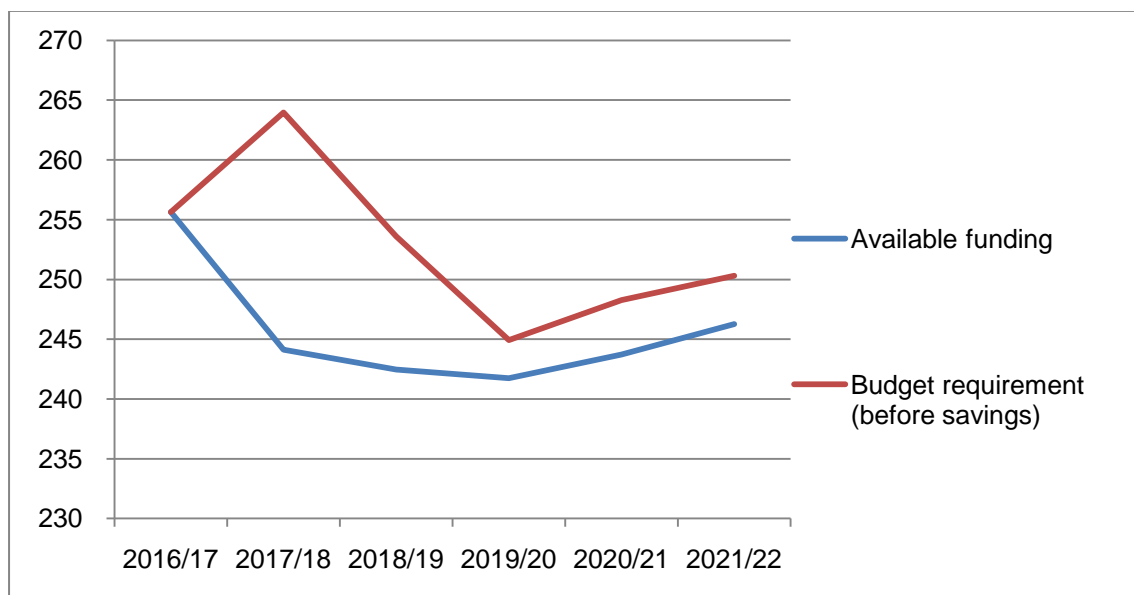
8.16 After taking into account the funding and expenditure assumptions outlined above, the overall position is a budget gap in each of the years covered by the MTFS.

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

EXPENDITURE ASSUMPTIONS						
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £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 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 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			
Base Data	Financial Data £000	Employees	Workforce Data
Current budget	12,583	Change in employees	47
Savings/Invest	£000	Year 1	n/a
Year 1	62	Year 2	n/a
Year 2	100	Year 3	
Year 3	0	Year 4	
Year 4	0	Year 5	
Year 5	0	Total	0
Total	162		

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</p> <p>Outcome: Will better meet the needs of Looked After Children more locally</p>
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<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>

<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 (up to)			£000	Change in employees	
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
<p>Proposal</p> <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>
<p>Rationale</p> <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	Employees	Workforce Data
	£000		
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>
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<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	Workforce Data	
		£000		
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>

Benefits:

Procurement strategy: n/a

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

Internal dependencies and external constraints: Dependent on Schools Forum making a decision on a preferred model

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			
Base Data	Financial Data	Workforce Data	
	£000		Data
Current budget	20,715	Employees	n/a
Savings/Invest	£000	Change in employees	
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
Responsible 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

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.

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.

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.

Rationale:
Modelling suggests that:

1. 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;
2. The potential income that could be generated from each of these strategies ranges from £30K -£100K / annum.

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.

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
Year 3	0	Year 3
Year 4	0	Year 4
Year 5	0	Year 5
Total	672	Total
		n/a
		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>
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<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.
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<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		Employees	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>
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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
Free service to Managing agents/developers becoming chargeable for supply/replacement of Communal Recycling bins - possibility of costs being passed to residents	May discourage recycling 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			
Base Data	Financial Data	Employees	Workforce 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>
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<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		Employees
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>
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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>
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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 clearance 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>
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<p>Internal dependencies and external constraints: Will require IT development and working closely with Customer Services</p>
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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>
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<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>
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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: - IT systems will have to be developed and aligned between offices. - Finding suitable accommodation to relocate staff. - The potential recruitment of new staff.</p>
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<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	Workforce Data	
	£000		Employees
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>
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<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>
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<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
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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.
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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
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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>
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<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>
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<p>Resources required - N/A</p>
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<p>What needs to happen and when? Part of ongoing operations during the year.</p>
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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				
Base Data		Financial Data	Workforce Data	
		£000	Employees	
Current budget		604	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>
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<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.
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Procurement strategy:	N/A
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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	Employees	
Current budget	-535		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.
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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	Employees	Workforce Data
	£000		
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	Employees	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>
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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>	Additional Cost Estimated				
	Additional Cost Estimated				
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	0	1000	0	0
Cumulative Cost/(Savings)	0	0	1000	1000	1000

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	£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>
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SUMMARY			
Base Data	Financial Data £000	Employees	Workforce Data
Current budget	1,364		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>
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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>
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<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>
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<p>What needs to happen and when? N/A</p>
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SUMMARY			
Base Data	Financial Data £000	Employees	Workforce Data
Current budget	1,364	Change in employees	22
Savings/Invest	£000		
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		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		8	

<p>Benefits: Financial: £136k</p>
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<p>Internal dependencies and external constraints: None</p>
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<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>

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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

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BENEFITS CASE						
Detailed description:	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Property, terrorism and liability insurance arrangements will be retendered with the expectation that there will be a new contract in place for April 2017.	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	Employees	
Current budget	N/A		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

PRIORITY

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 135

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%.

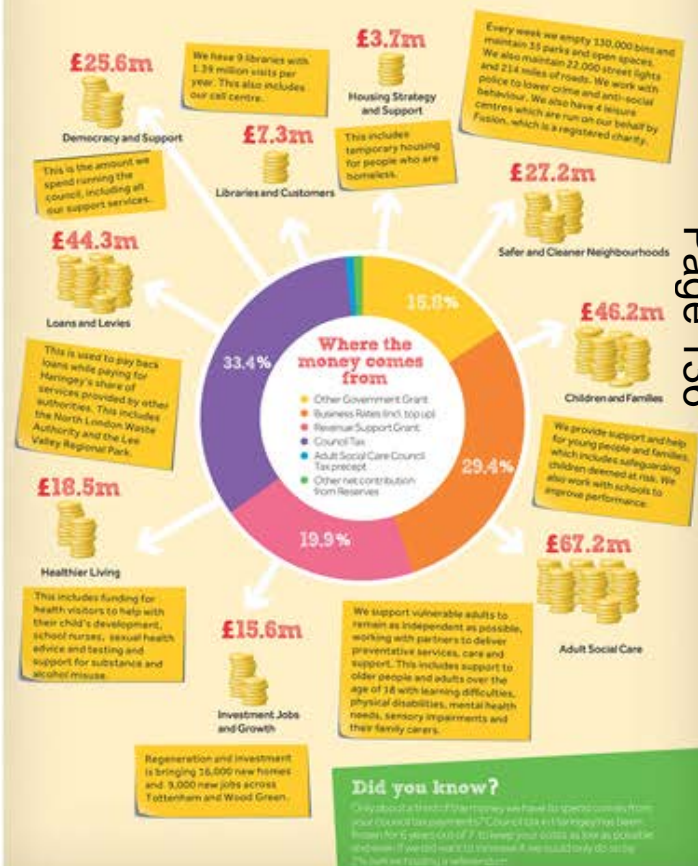
Unless we change the way we do things our spend on Adult Social Care is set to go up by a third from £46 million, in 2013 to £95 million by 2018/19.

The number of people who have been made homeless and require emergency housing has risen by 11%.

We're having to spend **£80 million** 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

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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.....

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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%
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		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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Report for: Overview and Scrutiny Committee – 17 January 2017

Title: Draft 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 draft recommendations that have been reached to date by each of the Scrutiny Panels.

2. Recommendations

- 2.1 That the Overview and Scrutiny Committee:
- (a) Notes the draft recommendations, attached at Appendix A, that have been developed by each of the Scrutiny Panels.
 - (b) Notes the additional information requested, outlined in Appendix A, will be made available for consideration on 30 January before final budget recommendations are made by the Committee.

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), as 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.
- 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 will meet 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. A summary of each meeting, including draft recommendations, is provided at Appendix A.

7. Next Steps

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

Date	Meeting	Comments
17 January 2017	Overview and Scrutiny Committee	Scrutiny of draft budget proposals for Priority X (Enabling) and consideration of emerging budget scrutiny recommendations (attached at Appendix A).
30 January 2017	Overview and Scrutiny Committee	Final 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 list of recommendations from the budget scrutiny process to date

11. Local Government (Access to Information) Act 1985

11.1 Background papers:

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

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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 A1

			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 concern be expressed at the lack of detail within the proposals in respect of risk modelling.	

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

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		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
Any Other Comments				

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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 achievability of the additional income specified and the potential for there to be an increase in fly tipping and, in the light of this, the following take place: (a). A communications campaign with emphasis on the current £400 penalty for fly tipping; (b). Consideration of an increase in the level of the penalty; and (c). 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.	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 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 residual bins for RSLs,	None	Noted	No

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	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 and appeals	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	Yes

Appendix A3

			before a decision is taken on procurement by the 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
Any Other Comments				

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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 noted.	No
4.2	Increased planning income (£40k)	None.	Recommendation was noted.	No
4.3	Savings from transfer of functions to HDV.	None.	Recommendation was noted.	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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Committee Overview & Scrutiny Committee

Date: 17th January 2017

Title: Interim Report Governance Arrangements for Haringey Development Vehicle

Report authorised by: Cllr Emine Ibrahim, Chair of Housing & Regeneration Scrutiny Panel

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Ward(s) affected: ALL

Report for Key/**Non Key Decision:** N/A**Recommendation 1**

A balance has to be found in any venture involving public bodies such as the council, including not only decisions of the Cabinet but also the scrutiny function, with a responsibility to the public to be thorough and prudent. On the one hand there are opportunities and strengths within the HDV proposal and on the other there are risks and weaknesses. From what the panel has learnt through the work of this review, it is clear that very significant risks with the proposed HDV remain. What the Council, and by extension its tenants and residents, gain from the proposed HDV is far less clear than what it and they stand to lose. That is the picture that has emerged from the evidence that we have seen and heard during this review, and also from the inferences that have had to be drawn from the information that simply wasn't available.

In terms of governance, there are a very significant set of issues, including:

- 1) A fundamental democratic deficit inherent in any such proposed structure and one of such size and scale;
- 2) The role of unelected officers joining a board in a voting capacity would supersede the role of elected councillors;
- 3) A lack of transparency with regard to meeting structures, particularly in relation to rights of attendance at HDV meetings, and whether reports and minutes would be publicly available;
- 4) The absence of any sufficient contingency plans to mitigate the risks of a scheme of such size and scale;
- 5) What, if any, role the Secretary of State for Communities & Local Government has, or ought to have, in authorising a scheme of such size and scale.

On the basis that at present there are no governance arrangements that adequately mitigate the risks of this scheme, the panel has no other option than to recommend that the HDV plans are halted and that further scrutiny work should be undertaken.

1. Describe the issue under consideration

- 1.1 Under its agreed terms of reference, the Housing & Regeneration Scrutiny Panel (HRSP) can assist the Council in developing or updating local policies to improve local service provision. In this context, the HRSP has produced a report on the governance arrangements for the proposed Haringey Development Vehicle (HDV); a joint venture between the Council and the private sector to support local housing and regeneration ambitions.
- 1.2 In developing this report, the HRSP has held a number of evidence gathering sessions and taken evidence from local stakeholders including council officers and community group representatives. This process also included a range of external contributors such as other local authorities, Investment Partners in other joint ventures and expert independent opinion via the Chartered Institute of Housing.
- 1.3 On the basis of the evidence received, the panel believe that there are unacceptably high risks associated with the Haringey Development Vehicle (section 6.3) and that governance arrangements cannot be set to adequately protect the Council, its residents or local service users. In this context, the panel cannot at this stage support the establishment of the Haringey Development Vehicle.
- 1.4 Notwithstanding this finding and in recognition that the procurement dialogue to secure an Investment Partner for the HDV is ongoing, the panel have produced a report with recommendations to guide and inform governance arrangements, should the HDV be authorised in the summer of 2017 as planned. The panel wish to make it very clear however, that this report and the recommendations within it, *should not be taken as tacit support for the establishment of the Haringey Development Vehicle.*

2. Cabinet Member Introduction

- 2.1 N/A

3. Recommendations

- 3.1 It is recommended that the Overview & Scrutiny Committee:
 - Note this report; and
 - Agree the recommendations as set out in section 7;
 - Agree that the report and recommendations are considered by Cabinet in February 2017.

4. Alternative options considered

- 4.1 In view of the HRSPs current objection to the HDV, it could choose not to make any recommendations to support the governance arrangements for the HDV. If it was not to make any recommendations however, it may miss the opportunity to influence ongoing procurement discussions with the preferred bidder.

5. Background Information

Introduction

- 5.1 In November 2015, Cabinet approved the business case and procurement process for the establishment of a Local Asset Backed Vehicle (LABV), a new private entity to assist the council in its housing and economic regeneration objectives. The LABV would be a joint venture (50/50 partnership) between the Council and an Investment Partner (IP) in which council owned sites would be developed with the assistance of matched equity funding from the IP.
- 5.2 The Council is currently in a procurement process with three shortlisted IPs¹ under the Official Journal of the European Union (OJEU) Competitive Dialogue process. It is expected that the preferred bidder for the Haringey Development Vehicle (HDV) will be confirmed by Cabinet in February 2017. Final negotiations will then take place with the preferred bidder with the final decision to authorise the HDV being taken by Cabinet in the summer of 2017.
- 5.3 If approved by Cabinet, the establishment of the HDV will represent a new departure for the Council, and will require the council to develop new governance arrangements to underpin its relationship with this private entity. Such governance arrangements will be critical to ensure that the operation of the HDV is transparent and accountable and operates in the interest of the council and the residents it serves.
- 5.4 As part of its work programme for 2016/17, the Housing & Regeneration Scrutiny Panel agreed to contribute to this process by conducting a policy development exercise on governance arrangements for the HDV. This report relates the aims and objectives of the panel, the work it has carried out and the conclusions and recommendations it has reached.

Aims and Objectives

- 5.5 The agreed aims for this policy development exercise was to assess and review models of governance for LABVs and to identify best practice to guide and inform local arrangements for the HDV.
- 5.6 Within this overarching aim the panel agreed to focus on the following areas of governance to help frame its investigation:
- The division of decision-making and delivery responsibilities between the HDV Board and the two members (Council and private partner);
 - Representation on the HDV Board and arrangements for decision-making in the event of a conflict of interest, deadlock or wind-up of the HDV;
 - Process for approving and monitoring business plans and other key decisions;
 - Relationship of HDV with existing council bodies, such as scrutiny committee, corporate committee and audit;
 - Relationship of HDV with local stakeholders including Councillors and other community representatives.

Methods

- 5.7 Further to the aims listed above the panel followed two key lines of enquiry:

¹ The shortlisted bidders are (i) Lendlease (ii) Morgan Sindall with Clarion Group (iii) Pinnacle with Starwood Capital and Catalyst

- To establish local policy and practice: what are the key principles and proposed functions of the HDV?
- To identify comparative policy and practice: what governance arrangements are in place for LABVs in other authorities and how can they inform local arrangements?

5.8 The panel held four evidence gathering sessions at which it received evidence from local stakeholders as well as external contributors. In addition, the panel also undertook a site visit to another local authority. A summary of all the contributors to the review process are presented below. Given the commercial sensitivity of data collection with other LABVs, these have not been identified.

Date (format)	Contributors
September 6 th 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ AD Regeneration (LB Haringey), HDV Project Advisor (LB Haringey), Head of Procurement (LB Haringey), ▪ Principal Lawyer Property, Planning and Regeneration (LB Haringey).
November 6 th 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ AD Regeneration (LB Haringey), HDV Project Advisor (LB Haringey), Head of Audit & Risk (LB Haringey), ▪ LABV 1 (West Midlands): Director of Development Vehicle
November 21 st 2016 (Site visit)	<ul style="list-style-type: none"> ▪ LABV 2 (South East) Cabinet Member Regeneration and Head of Commercial Property and Regeneration
November 22 nd 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ Our Tottenham ▪ AD Regeneration (LB Haringey).
November 29 th 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ Chartered Institute of Housing, Managing Director ▪ LABV 3 (NE England): AH of Law & Governance, Chief Operating Officer for Economy and Place, Partnerships Director of Investment Partner.

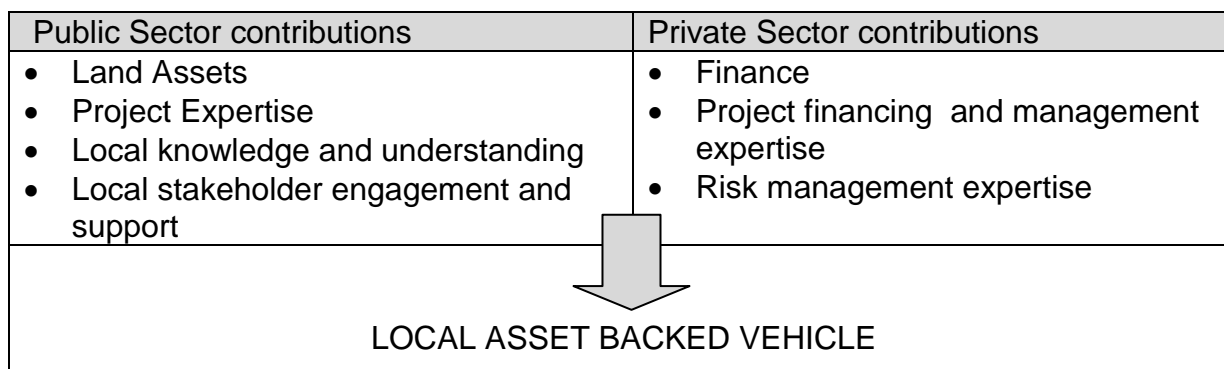
5.9 In addition to the above contributions, the panel has assessed a range of documentary evidence (e.g. Committee Reports) and other published material (research papers) to assist in its work. The following provides a summary of the key findings of the panel together with its conclusions and recommendations on the basis of the evidence received.

What is a Local Asset Backed Vehicle (LABV)?

5.10 LABVs allow local authorities to use their assets (usually land) to lever in long-term investment from the private sector to support local regeneration ambitions. The purpose of the LABV is to bring together the skills, expertise and resources of both public and private sectors partners within a legally binding framework in which both the risks and returns are balanced between the partners.

5.11 Public and private partners will bring different contributions to the LABV with the local authority generally providing land assets that it wishes to redevelop whilst the private sector may contribute finance and associated expertise. This is summarised below:²

² City solutions: Delivering Local Growth: Local Asset Backed Vehicles, Centre for Cities 2007



5.12 Given the individuality of local conditions and the specific regeneration ambitions of public authorities there is no uniform format for LABVs. Indeed, each LABV will be individually constructed to reflect the needs and capacity of local authorities and the scale of the development vehicle required.

5.13 Ultimately however, it is the objective needs of the locality that will determine the nature of the partnership and the LABV created. Research would suggest that there are a number of key drivers underpinning the creating of LABVs³:

- To address a human resource shortfall and bring in additional skills, expertise and capacity;
- To facilitate holistic regeneration (typically new housing, new economic opportunities and community facilities) in urban areas;
- To facilitate development of challenging sites or where there are market imperfections or market failure;
- To bring greater commerciality to management of assets to increase revenue and add value.

5.14 Whilst the primary function of the LABV may be for development or investment purposes (or combination thereof), there a number of common features of both which would generally include:

- The cementing of the partnership through the creation of a singular private company with a common governance structure;
- A 50/50 deadlocked partnership to encourage cooperation between partners and in which both risk and potential gains are equally shared;
- A partnership of medium to long term duration (10-20 years) to reflect wide ranging regeneration goals and the need to overcome cyclical nature of development.

The proposed Haringey Development Vehicle (HDV)

5.15 In November 2015, Cabinet approved the business case for the establishment of a LABV to support the Councils local economic growth, employment and housing ambitions. In that report, it was noted that the development of the councils own land and commercial portfolio would be central to these ambitions, and the creation of a LABV would offer the best approach to ensure that there is the necessary capital, skills and expertise support this. The LABV would have the working title of Haringey Development Vehicle (HDV).

³ Local Asset Backed Vehicles: A success story or unproven concept? Royal Institute of Chartered Surveyors, 2012

Prospective council owned land to enter the HDV

5.16 There are three categories of council owned land that could potentially be developed through the HDV:

- Category 1 sites are identified as a priority for regeneration and capable of making a significant contribution to the council's growth, employment and housing targets (all of which are included within the initial procurement dialogue);
- Category 2 sites and assets are those that may be transferred to the HDV, and whilst they offer significant potential for redevelopment though no firm view has yet been taken (also within the scope of the procurement);
- Category 3 sites include other sites within the HRA or General fund which have yet to be identified and which individually become suitable for development in the future.

Category	Detail of council owned land ⁴	
1	Northumberland Park Regeneration Area, Wood Green Civic Centre, Wood Green Library, Wood Green River Park House & Station Road Buildings in council ownership, Cranwood, Commercial Portfolio	
2	<u>HRA</u> <ul style="list-style-type: none"> ▪ Broadwater Farm N17 ▪ Leabank and Lemsford N15 ▪ Park Grove N11 ▪ Tunnel Gardens N11 ▪ Turner Avenue / Brunel Walk ▪ Reynardson Court N17 ▪ Watts Close N15. ▪ Barbara Huckelsbury N22 	<u>General Fund</u> <ul style="list-style-type: none"> ▪ Fred Morfill House N11 ▪ Rear of Muswell Hill Library N10 ▪ Land opp Crematorium Great Cambridge road (EN1) ▪ Commercial property adjacent to Clarendon Square N15 ▪ Ashley Road Depot
3	Other HRA or General Fund land yet to be identified.	

5.17 Further details of potential development sites for the HDV are provided above. The above sites will not enter the HDV upon its inception, but on a phased site by site basis and only once certain conditions have been met. Such conditions would include planning consent being obtained, the completion of a viability assessment and consultation with local stakeholders. Sites would only be transferred once vacant, and all existing housing tenants have been satisfactorily decanted to other housing options.

5.18 The Council also has a large commercial portfolio comprised of 146 individual assets (encompassing office space as well as industrial and retail units) which generate a gross annual income of £5.2 million and has a combined value in the region of £48m million.⁵ It is proposed that the commercial portfolio will be transferred to the HDV upon its inception to obtain enhanced use of these assets, support the operation of the HDV and assist in delivery of wider socio-economic benefits.⁶

5.19 In the context of the above, it is likely that there will be an overarching LLP with two or more subsidiary LLPs, separating the management of development activity (identified regeneration projects) from investment activity (the councils commercial portfolio).

⁴ As detailed in the Haringey Development Vehicle report at Cabinet, November 2015

⁵ Memorandum of Information & Pre- Qualification Questionnaire, For the appointment of a Strategic Investment & Development Partner to form the Haringey Development Vehicle, LB Haringey, 2016

⁶ Haringey Development Vehicle, Cabinet Report November 2015 (7.54)

5.20 It is estimated that the potential gross redevelopment value (GDV) of the commercial portfolio and Category 1 sites will be in the region of £2 billion.⁷

Objectives of the proposed HDV

5.21 In redeveloping the council owned land and managing the council's commercial portfolio the HDV will be set a number of explicit objectives:

- To deliver economic growth via new housing, town centre redevelopment and enhanced use of commercial portfolio;
- Ensure the regeneration of sites known to be financially challenging through cross subsidisation with more profitable sites;
- Support estate renewal through intensification of land use and creation of mixed tenure communities;
- Ensure the Council retains a long term stake & control in development of its assets;
- Develop future income streams for the Council which can be used to support other statutory functions of the council;
- Obtain wider social and economic benefits for regeneration areas;
- Incorporate land belonging to other public and private stakeholders into development schemes to improve scope for regeneration.

The proposed structure and governance of the HDV

5.22 The HDV will establish a Limited Liability Partnership⁸ with a prospective Investment Partner in which Board Members and voting rights are split 50/50 between both partners. Within this framework, to be set out formally in a Members Agreement, it is proposed that the Council will nominate 3 Board members; two officers (yet to be determined) and one Member (yet to be determined). It is proposed that the Chair of the HDV board would rotate between partners.

5.23 The Members Agreement will also define general governance issues for the HDV (e.g. board meeting frequency and quorum) plus details around the nature of business plans, the schedule of delegated decisions, how deadlock decisions will be resolved and the agreed lifetime of the HDV.

5.24 Business Plans will be central to the operation of the HDV. Individual *Development Business Plans* will be drawn up for each potential regeneration site by the HDV, and these will set out the business case for redevelopment and plans for the site (scale, mix, uses, tenures and timescales). The Development Business Plans, once agreed by respective partners, will trigger the drawn down of sites into the HDV and set out the parameters for development. It is proposed that Development Business Plans can only be amended by Cabinet and are reviewed triennially by that executive body.

5.25 The proposed HDV will also produce a *Corporate Business Plan* which will report on individual site developments, the management of the investment portfolio and progress towards key outcomes (e.g. housing mix, employment, social/economic). The Corporate Business Plan will also provide forecasts for funding, costs and returns to members.

⁷ <http://www.haringey.gov.uk/news/haringey-announces-shortlist-2-billion-regeneration-programme>

⁸ In a LLP, the partners are not personally liable for debts incurred by the business and their liability is limited to the amount of money they invest in the business. Partners' responsibilities and share of the profits are set out in an LLP agreement.

5.26 Within the proposed delegated decision schedule, decisions will either be made by the HDV or reserved to partners (the Council and Investment Partner). The following provides a summary of the division of decision making within the proposed HDV:

The Council as partner	The HDV
<ul style="list-style-type: none"> • Approves Business Plans (including variations/reviews) and authorises new sites • Approves terms of development and management agreements • Makes decisions on reinvestment of dividends • Resolves Board deadlock in collaboration with private sector partner 	<ul style="list-style-type: none"> • Decides how to deliver Business Plans' high level outcomes • Proposes further sites and initiates Business Plans for them

5.27 Where there is a *decision deadlock* between partners within the HDV Board it is proposed that there is an immediate cooling off period to enable partners to reflect. If this cannot be resolved, then the decision is escalated to senior figures in respective partner organisations. It is proposed that expert determination will be available to help resolve the matter if both members agree. Failure to resolve the matter could lead to the wind up of the LLP.

5.28 Given the regeneration and development focus of the HDV, it is proposed that the HDV agreement between partners would span a period of 15-20 years, with an option to extend thereafter.

How will the proposed DV work?

5.29 A fundamental principle of the HDV is that it will be a 50/50 partnership in which the financial and other risks of development of council-owned assets as well as the potential returns are equally shared among both partners. In this context, the Investment Partner will match the value of council owned assets that are drawn down into the HDV, and the HDV will take on those risks associated with financing development and both partners will share any sales or rental benefits that accrue from development (once costs have been netted off).

5.30 The development projects of the HDV can be described in a staged process:

- (1) Business Development Plan drawn up by HDV;
- (2) Subject to partner approval and certain conditions being met (e.g. planning, viability) council owned land is drawn down in to the HDV and is matched by an equivalent financial contribution from the Investment Partner;
- (3) The HDV may borrow additional finance to ensure that schemes identified in the Business Development Plan can be completed (e.g. build costs, CPO);
- (4) Once development completed, and any costs repaid (e.g. borrowing) the partners will share receipts from any sales and a share of any future rental returns from new development created.

5.31 The structure of the HDV is depicted in Figure 1 below:

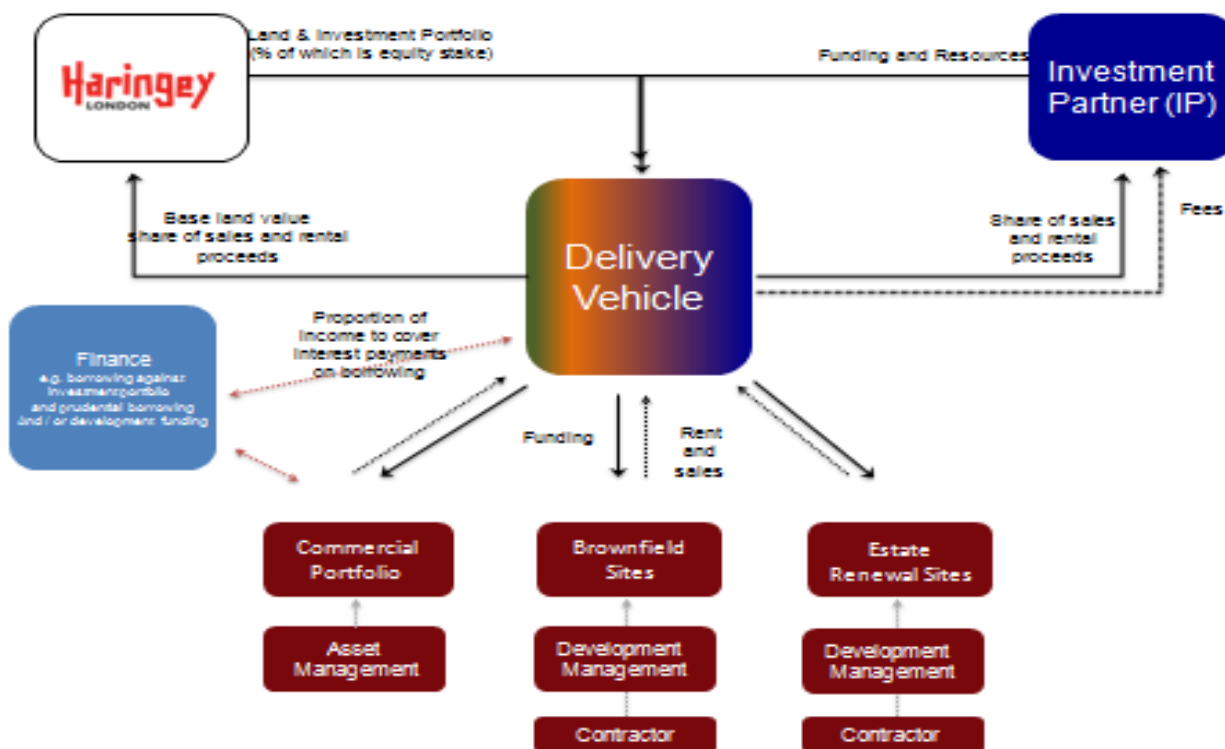


Figure 1

Procurement and authorisation timeline

5.32 A procurement process to secure an Investment Partner for the HDV was launched by the Council in January 2016.⁹ Procurement is being undertaken through a competitive dialogue process under the Public Contracts Regulations (2015) for which the timeframe for different stages is outlined below.

January 2016	Launch of procurement prospectus and opening of procurement process
March 2016	Long list of 6 bidders announced <ul style="list-style-type: none"> • Dialogue meetings April-May 2016 • Outline Solutions received by the council June 2016
July 2016	Shortlist of three bidders announced <ul style="list-style-type: none"> • Further dialogue meetings August – November 2016
February 2017	Cabinet to announce preferred bidder <ul style="list-style-type: none"> • Final discussions with preferred bidder January to April 2017
Summer 2017	Cabinet to authorise and establish the HDV

⁹ Memorandum of Information & Pre- Qualification Questionnaire, For the appointment of a Strategic Investment & Development Partner to form the Haringey Development Vehicle, LB Haringey, 2016

6. Conclusions of the panel

- 6.1 During the course of the review, the panel received a wide range of evidence from a number of informants. Throughout the review process, Council officers attended evidence gathering sessions, presented evidence to the panel and responded to panel questions. The panel also benefited from a contribution from the Chartered Institute of Housing, who were able to provide expert independent guidance on this issue. Crucially however, the panel obtained comparative data (albeit limited) on the operation of LABVs in other local authorities.
- 6.2 Analysis of these contributions alongside published research and other documentary evidence has helped the panel to identify a number of emerging themes from which it has developed a number of conclusions and recommendations. The following provides a summary of this evidence, and the conclusions reached by the panel.

Risks posed by HDV

- 6.3 Whilst it is recognised that there is an inherent commercial risk in the establishment of a LABV which is operated as a LLP, on the basis of the evidence received, the panel believe that at present there are unacceptably high risks associated with the establishment of the proposed HDV which warrant further investigation and assessment before authorisation. The panel have highlighted the following risks which have led to this assessment:
- The lack of published evidence of the effectiveness of LABVs and their success in delivering large scale regeneration projects;
 - Financial and political uncertainty generated by the referendum decision to leave the European Unit (Brexit);
 - Opacity of information on the operation of other LABVs;
 - The scale of the proposed HDV and prospective investment required from the Council far exceeds any other LABV established to date;
 - The paucity of consultation undertaken with affected tenants in both the commercial portfolio and prospective estate regeneration sites;
 - Unequal relationship with private sector partner.

Financial and political uncertainty

- 6.4 Plans for the establishment of the HDV, including an options appraisal and business case were confirmed by Cabinet in November 2015. Since this time however, the UK has voted to leave the European Union (Brexit) which has given rise to wide ranging political and financial uncertainty.
- 6.5 In the 2016 Autumn Statement, the annual update to Parliament on the state of the nations finances, it was noted that the EU referendum result in June 2016 had given rise to political and economic uncertainty which would negatively impact on business investment and household spending. It is estimated that the cumulative impact on of such uncertainty could reduce the national annualised growth rate by as much as 2.4%.¹⁰
- 6.6 The financial uncertainty arising from Brexit was further underscored by the Treasury Management Update provided at the Council's Corporate Committee in November 2016. This report stated that a reduction in economic activity is likely, accompanied by

¹⁰ The Autumn Statement 2016, HM Treasury CM9362; (S1.19)

tightening of credit availability and increased levels of unemployment.¹¹ The same report also highlighted that inflation may also rise as a result of Brexit, as the subsequent depreciation of sterling post referendum will contribute to higher prices for goods and services imported to the UK.

- 6.7 The panel also noted the political uncertainty which has arisen as a result of Brexit. A new cabinet in Westminster was formed soon after the referendum and is now repositioning itself on key areas of public policy. This has already been seen to affect housing policy, where changes to the recently enacted Housing and Planning Act (2016) have been confirmed.¹² With negotiations to leave the EU yet to start and a lack of clarity as to what position the government may take, the prospect of a future general election and ongoing political uncertainty remains.
- 6.8 Given these substantive political and financial changes which have occurred since the decision was taken to enter into procurement for an IP for the HDV, the panel suggest that the business case and options appraisal reports which underpinned this decision should be revisited.

Effectiveness of the LABV regeneration model

- 6.9 Throughout the course of this review, the panel have noted how difficult it has been to obtain information about LABVs, the governance arrangements that support their operation and their effectiveness as a joint public/private investment approach to regeneration. It is suggested that the paucity of information available is in part due to three factors:
- That relatively few LABVs have been authorised, with just 20 such development vehicles to have been authorised between 2002 and 2013.¹³
 - As LABVs are a private entity, the publication and subsequent access to information is more restricted than a public body;
 - LABVs are by their nature long term complex development schemes for which performance and impact assessments are difficult to measure or simply not available as yet.
- 6.10 In reviewing the literature in this field, the panel have obtained just two evaluative studies of multiple LABVs^{14, 15} and one evaluative study of a singular LABV.¹⁶ Whilst such data is both useful and informative, the panel is of the view that the scale of such evaluative evidence does not constitute a sound evidence base through which to pursue LABVs.

¹¹ Haringey Council Corporate Committee, Mid Year Report - Treasury Management Update, November 29th 2016

¹² Social housing: 'pay to stay' at market rents, House of Commons Briefing Paper No.06804 22nd November 2016

¹³ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. *Journal of Urban Regeneration and Renewal*, 8 (3). pp. 260-278.

¹⁴ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. *Journal of Urban Regeneration and Renewal*, 8 (3). pp. 260-278.

¹⁵ Local asset backed vehicles: a success story or unproved concept? Royal Institute of Chartered Surveyors, March 2012

¹⁶ Southwark & Croydon: setting up a public private partnerships Urbed with Igloo, Southwark Council and Croydon Council, 2010

- 6.11 Furthermore, both studies described above are equivocal as to the overall impact of LABVs with both citing examples areas of success and areas where there remain significant challenges. But most importantly, both evaluative studies have concluded that assessments as to the merits or otherwise of the LABV model are hindered by the lack of objective performance evaluations and the evidence of the value they have created^{17,18}
- 6.12 It would appear that the lack of evidence about the performance of LABVs is compounded by the lack of clear central government guidance or support for this approach to regeneration. One of the evaluative studies has highlighted that the absence of such national guidance and the failure to address the uncertainties that surround the LABV model will inhibit further take up of this approach to regeneration.¹⁹
- 6.13 More generally, there is also growing concern at the national level as to the degree of oversight that the Department of Communities and Local Government (DCLG) has over the increasing commercial activity within the local government sector. A recent parliamentary investigation by the House of Common Public Accounts Committee in to the financial sustainability of local authorities concluded that whilst there was growing commercial activity by local authorities to act as property developers, the DCLG:

‘... does not have good enough information to understand the scale and nature of authorities’ commercial activities or which authorities are placing themselves at greatest risk and it does not use the information it does have to give it a cumulative picture of risks and pressures across the sector.’²⁰

- 6.14 Whilst there are evidently a number of LABVs in operation which appear to be running successfully (e.g. Bournemouth Development Company), the panel have also noted that there have been a number of high profile reverses for this model of regeneration:
- (1) Tunbridge Wells dissolved the LABV that was entered into with John Laing 2008 to regenerate 4 Kent towns. No business plans or development were completed through the LABV, with the council citing the economic downturn as the main factor in this failure.²¹
- (2) Whilst the CCURV (Croydon Council and John Laing) has had some regeneration success, problems have arisen in the development of key town centre sites. Whilst the CCURV has not been dissolved it is not in operation and it would appear that Croydon Council are now developing through its own development company with different commercial partners on a site by site basis.²²

¹⁷ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8

¹⁸ Local asset backed vehicles: a success story or unproved concept? Royal Institute of Chartered Surveyors, March 2012

¹⁹ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8 (3). pp. 260-278.

²⁰ Financial sustainability of local authorities’ House of Commons Committee of Public Accounts, Twenty-sixth Report of Session 2016–17

²¹ <http://www.tunbridgewells.gov.uk/business/enterprise-and-regeneration/regeneration/tunbridge-wells-regeneration-company>

²² <http://www.partnershipsbulletin.com/news/view/90477>

Opacity of information

- 6.15 In an evidence based approach, the analysis of the strengths and weaknesses of comparative LABV models in use at other authorities should guide and inform the development of the HDV here in Haringey. In the experience of the panel however, it has at times proved difficult to obtain such comparative data. Particular problems that have arisen in respect of:
- Difficulties in identifying and obtaining appropriate committee reports and other published documentation;
 - Technical and complex nature of documentation;
 - Information being exempt from publication or problematic in sharing (commercial sensitivity).
- 6.16 The opacity of such data has therefore made it difficult for the panel to extract comparative data for the purposes of this review. More generally the difficulty in accessing such information represents a democratic deficit in which Councils and others that may be considering an LABV are unable to fully draw upon the experience and outcomes of others which will inhibit informed evidence-based decision making. This is particularly important given that this is a relatively new approach to financing development and regeneration in local government.

Scale of proposed HDV

- 6.17 The panel understood that the estimated Gross Development Value (GDV) of the commercial portfolio and Category 1 sites within the HDV would be approximately £2 billion. From evidence gathered by the panel, the scale of the regeneration proposed through the HDV far exceeds that of any other LABV authorised to date. In a study undertaken by Northumbria University which looked LABVs authorised from 2002-2013; 14 had a GDV of less than £500m; three had a GDV in excess of £500; the largest being a GDV of £1 billion (Slough Regeneration Vehicle).²³ A similar study undertaken by the Royal Institute of Chartered Surveyors (RICS) also revealed similar findings, where it was noted that no LABV with a GDV of greater than £500 million had been authorised up until 2011.²⁴
- 6.18 Furthermore, the panel were unable to locate a LABV which had adopted the same all-encompassing approach as the proposed within the HDV, in which council-owned (HRA) sites for estate regeneration were also included alongside town centre regeneration sites and the management of the Council's commercial portfolio. Given the size and scope of the proposed HDV and the lack of comparable data, the panel were of the view that this presented a substantive risk to the council.

Private sector relationship

- 6.19 The panel recognise that the formation of the HDV will bring together a diverse range of highly skilled public and private partners, who may have different objectives and bring competing cultures to the newly formed entity. The panel were concerned that a lack of understanding of one another's priorities and ethos could endanger the partnership relationship that underpins the HDV.

²³ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. *Journal of Urban Regeneration and Renewal*, 8 (3). pp. 260-278.

²⁴ Local asset backed vehicles: a success story or unproved concept? Royal Institute of Chartered Surveyors, March 2012

- 6.20 Further still, the panel were concerned that the relationship between the Council and the prospective Investment Partner would not be partnership of equals. For although this HDV would be a 50/50 deadlocked decision making entity, it was likely that the IP would be a large multi-national company and would be able to draw on a much wider range of economic, business and legal support which could potentially disadvantage the Council.
- 6.21 To some degree, this perception was confirmed on a site visit to a local authority in south east England, where the panel held discussions with the lead officer and Cabinet member on the effectiveness of the LABV in operation there. From the evidence presented, it was apparent that the IP there did not consider the Council as informed as itself on business-related matters and in this sense not ‘an equal partner.’ In this context, the panel felt that this perceived view of the public sector could undermine the development vehicle relationship and present a significant risk to the council.

Paucity of consultation

- 6.22 The panel noted the importance of engaging and involving key stakeholders in the regeneration of council owned sites as critical to the success of the HDV. It was therefore of concern to the panel to note that there has been little consultation undertaken by the council to date with two key stakeholders in this process: tenants within the commercial portfolio of the council and tenants on those estates being put forward for regeneration within the HDV.
- 6.23 Whilst it was noted that the tenants within the commercial portfolio had been notified of the prospective change of landlord, this was not a formal consultation as there is no statutory obligation to do so with business tenants. Given that the commercial portfolio will transfer to the HDV upon its inception however, it was the view of the panel that some form of consultation should be undertaken with tenants ahead of any decision to authorise the HDV.
- 6.24 Evidence presented by Our Tottenham to the panel highlighted that the only public consultation on the concept of the HDV had been through the consultation on the wider Housing Strategy which concluded earlier this year (2016). It was suggested that whilst the principle of the proposed HDV was consulted upon, the nature and scope of the development vehicle had not. The panel noted therefore that residents within those estates identified for regeneration through the HDV were left confused as to when estates would be transferred, decanting arrangements and with whom their tenancy agreement would be with.
- 6.25 Whilst the panel understands that formal statutory consultation will be undertaken by the HDV and the council prior to any estates being drawn down into the HDV itself, it feels that additional consultation is necessary ahead of authorisation. Such consultation with local residents is important as the regeneration of estates may, in the opinion of the panel, lead to the break-up of well established communities.

Authorisation of the proposed HDV

- 6.26 Given the substantial financial and other risks that the proposed HDV represents to the Council, local taxpayer, council tenants and local businesses (as outlined above), the HRSP cannot support the authorisation of the HDV as it stands.

- 6.27 Given that authorisation is scheduled for agreement at Cabinet in summer of 2017, the panel believe that the proposals to establish the HDV would benefit from further scrutiny ahead of any final decision to be taken. It suggested that further scrutiny would allow for further member engagement and to address the potential risks identified above.

Recommendation 1a

That further scrutiny of the proposals for the establishment of the proposed HDV is undertaken between January and summer 2017. And that:

- (a) The HRSP should agree the terms of reference for this work with OSC
- (b) Should as a minimum encompass the potential risks identified with the HDV and plans to mitigate these.

- 6.28 In evidence gathered among other case study local authorities, it was noted in some instances the decision to authorise the LABV was taken by Cabinet and in others, by Full Council. It clearly for the Council to decide what is included within the budget and policy framework and therefore what decisions are taken by Council and those by its Executive (Cabinet).
- 6.29 Given the scale and nature of the proposed HDV, the volume of land and assets to be transferred and the far reaching impact that proposals may have for local residents, tenants and businesses, it is recommended that the decision to authorise the HDV is undertaken by Council. In taking this decision, Council should receive an updated assessment of the Business Case, a risk assessment and consultation with groups directly affected by the transfer of Council-owned land to the HDV.

Recommendation 2

Given the scale and nature of the decision to authorise the proposed, final authorisation should be reserved to Full Council and not Cabinet. Prior to such authorisation the panel also recommend that:

- a) That Council take note of any recommendations arising from scrutiny from Recommendation 1.
- b) A new and updated risk assessment on the Business Case for the proposed HDV is undertaken and that the terms of this risk assessment and due diligence are made public;
- c) A full consultation is undertaken among those tenants and leaseholders in estates which have been identified for renewal through the HDV and tenants within Councils Commercial Portfolio which will transfer to the HDV upon authorisation.

Governance arrangements for the proposed HDV

- 6.30 Notwithstanding the concerns raised above, the panel have developed a number of conclusions and recommendations to inform the governance arrangements for the HDV. It is intended that these recommendations, if approved, will guide and inform discussions with the preferred bidder, to be announced in February 2017.

Representation of the Council on the HDV Board and managing conflicts of interest

- 6.31 The panel noted that the proposed numerical representation on the HDV Board (three positions) broadly conforms to practice elsewhere. There was however variations as to how such representation were comprised:

- LABV 1 (South East): council representation on the LABV board was made up of 2 Councillors and 1 officer;
- LABV 3 (North East); council representation was two Members and two officers.

6.32 In selecting representatives, it will be imperative that the Council nominates those with appropriate skills, expertise and understanding to contribute to the operation of the HDV and ensure that the interests of Council are maintained. This approach is underscored in key government guidance.²⁵

Recommendation 3

Given the proposed scale of the proposed HDV and impact of decisions taken by the HDV Board, it is recommended that the Council nominate three of the four following representatives to for the HDV Board: Leader of the Council, the Cabinet member for Housing, Regeneration and Planning, Head of Paid Service or Section 151 Officer. Other officer's participation should be solely advisory and ultimate responsibility for decisions must remain with the Leader, Cabinet Member and Head of Paid Service.

6.33 Representatives of the council (and the Investment Partner) on the HDV Board have a primary legal duty to serve the interests of the development vehicle, which may potentially present a conflict of interest as they seek to balance this responsibility with the requirements of partners. Board representatives must also not favour the interests of one party over another. The duties required by Board representatives in respect of members and the interests of the HDV is summarised in national guidance below:

'The primary obligation and legal duty of care of directors of a Joint Vehicle (JV) constituted as a company is to the JV itself.... They have an obligation to exercise independent judgement and act in good faith so as to promote the success of the JV....'

As the JV is owned by its participants, promoting its success should be assessed by reference to the participants and their long term interests, but directors are also required to take into account ofthe interests of a number of other stakeholders, such as the JV's employees, suppliers, customers, and wider interests such as the environment.

Further, the directors are not permitted to favour the interests of one participant over another and must act fairly as between the members of the JV.²⁶

6.34 Nonetheless, there may be instances where potential conflicts of interest may arise, particularly where representatives are an employee of the nominating member (the Council or Investment Partner). National guidance suggests that such employees should undertake training to help identify and prevent conflicts of interest from occurring.²⁷ In the interests of transparency, the panel also believe that additional guidance should be developed for council representatives on the HDV board.

²⁵ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector. HM Treasury, 2010

²⁶ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector. HM Treasury, 2010 (10.10)

²⁷ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector. HM Treasury, 2010 (10.7)

Recommendation 4

To help assist in managing any conflicts of interest (COI) that may arise, it is recommended that:

(a) An officer protocol is developed which sets out the expectations of those officers in representing the council on the HDV Board, potential areas where conflict of interest may arise and how these may be resolved or avoided.

(b) Officer and member representatives on the HDV board should undergo regular training and update to ensure that they can appropriately identify when COI may be resolved or avoided.

Business Plans

- 6.35 Evidence gathering by the panel confirmed the centrality of Business Plans to the operation and accountability of the HDV. As noted earlier, there are two types of Business Plan; the Corporate Business Plan which provide the overarching aims and objectives of the HDV and Development Business Plans which provide details of individual developments undertaken by the HDV.
- 6.36 From evidence gathering with other local authorities, the panel learnt that Business Plans would be critical documents as they drive and control the operation of the development vehicle. In this context, the panel understood that the Development Business Plans which would be developed by the Boards and should contain key information for approval by respective partners, including:
- The nature and scope of the planned development;
 - The full business case that supports the development;
 - Anticipated gains and outcomes of the development;
 - A full risk assessment of the development proposals;
 - Details of all necessary planning consents;
 - Detail all the key decisions to be taken within the development.
- 6.37 Given the provisional arrangement that Development Business Plans are generally agreed for a three year period and their agreement by partners actually triggers the drawdown of council owned assets, it is important that these are effectively scrutinised before final authorisation. Evidence presented to the panel suggested that Development Business Plans of LABVs are routinely subject to pre-decision scrutiny in other authorities. This provided an opportunity to reflect on the ambitions and outcomes of each development project and to ensure that appropriate risk assessments and safeguards are put in place to protect the interests of the council.
- 6.38 It is noted within the provisional proposals for the HDV; Development Business Plans are agreed for a three year period before being reviewed by Cabinet. The Panel were of the view that in addition to pre-decision scrutiny, these plans should be subject to additional monitoring and evaluation at appropriate junctures determined by the Overview & Scrutiny Committee.
- 6.39 The HDVs Corporate Business Plan, in providing the overarching strategy for the development vehicle, should be regularly reviewed and updated. This should be undertaken with the involvement of partners and reflect changes in business conditions, trading plans, budget and financing issues and identified risks. The Corporate Business Plan should also provide progress reports on the actual and prospective development of regeneration sites. Evidence from the operation of LABVs

elsewhere would suggest that Corporate Business Plans are also subject to regular scrutiny to assist with the monitoring and review process.

Recommendation 5

(a) It is recommended that the Corporate Business Plan is presented to Overview & Scrutiny on an annual basis and through which the overall performance and impact of the HDV can be monitored, reviewed and assessed.

(b) It is recommended that individual Development Business Plans for prospective site developments should:

(i) Contain the full business case, risk analysis, key decisions and housing tenures and mix for the development.

ii) Be scrutinised by Overview & Scrutiny Committee before agreement and finalisation by Cabinet.

(iii) Be reviewed by Overview & Scrutiny Committee at a date and frequency determined by that Committee to assist in monitoring and evaluation.

Managing the performance of the HDV

6.40 In talking to members and officers managing other LABVs, the panel understood that the establishment of clear, robust and challenging Key Performance Indicators (KPI), would be critical to assess the ongoing performance of the HDV not only in terms of growing its investment (commercial portfolio) but in making sure it achieves its stated development outcomes.

6.41 In this context, the panel noted that the experience of one particular LABV where it was felt that KPIs should be challenging but also flexible so that these can be adapted to respond to changing market conditions (e.g. rising market).

Recommendation 6

It is recommended that the council develop a clear and robust set of Key Performance Indicators (KPI) for the HDV. These should include:

(i) Challenging targets for both revenue and capital growth from the management of the Council's commercial property portfolio;

(ii) Ambitious outcome regeneration outcome targets to help improve the health, wellbeing, safety and life chances of those within regeneration areas (and beyond).

Decision making

6.42 Whilst the panel acknowledges that the establishment of the HDV is a commercial entity and accordingly is afforded some financial and business freedoms to enable it operate to best effect, there must be clear lines of accountability for decision making. To ensure the accountability of the HDV and that at key business junctures the interests of the council are maintained, certain issues should require the approval of the Council.

6.43 National guidance would suggest that the following issues should be matters reserved to members within the partnership (and which broadly conform to the decision making schedule proposed within the HDV in 5.26):²⁸

- Approval of business plans, budgets, material contracts and any material deviation by the JV from those documents;

²⁸ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector (HM Treasury, 2010)

- Changes in the distribution policy;
- Introduction of new funding, whether in the form of equity or debt;
- Introduction of a new participant;
- Veto rights regarding the appointment of key personnel;
- Changes to the underlying constitutional documents; and
- Termination or sale of a material part of the business or assets of the vehicle.

Managing operational risk of the HDV

6.44 In the course of its investigation the panel have identified a number of risks ahead of the authorisation of the prospective HDV (6.2-6.25). Subsequent to this, the panel have also identified number of operational risks for the HDV for which internal systems and controls will need to be developed. These fall in to two key categories and illustrated below:

Commercial risks	Delivery risks
Downturn in the housing market	Procurement
Cost inflation	Political consensus
Obtaining planning consents	Reputational
Availability of finance	

6.45 The panel received evidence from the Head of Audit and Risk (A & R) to further understand how operational risks posed by the HDV would be managed within the Council. The panel understood that the purpose of A & R was to help services to identify where risks are in the business and to ensure that there are robust systems and controls in place to prevent or mitigate them.

6.46 The panel noted that the HDV had been identified as an area of risk for the Council and A & R would be developing a work programme to support the risk management process within the housing and regeneration function in the council (where HDV relationship management will be centred). This would be undertaken in a structured way in which A & R will test the effectiveness of systems and controls put in place to manage risks. The panel noted that any reports compiled by A & R would be public and published at Corporate Committee.

6.47 Given the scale, nature of activities and potential risks posed by the HDV, the panel were concerned as to the level of resource and support that would be available to A & R to provide risk assurance for this joint development vehicle. In particular the panel wanted further clarification and reassurance that A & R would have:

- Access to information within the HDV to support its risk assessment process;
- Access to specialist advice and support in providing risk assurance on such a complex entity as the HDV.

6.48 From the evidence gathered by the panel, it is understood that the decision to appoint an auditor for the HDV will be taken by the HDV Board. Whilst accepting that the HDV must be granted some commercial freedoms, the panel were of the view that the appointment of the auditor for the HDV should be reserved to partners.

Recommendation 7

To support the management of the operational risk of the HDV it is recommended that:
(a) Expert independent advice continues to be obtained to ensure that the HDV operates in the interest of the Council, residents and service users;

- (b) The appointment of the HDV auditors should be a reserved decision and taken with the approval of both partners (the Council and Investment Partner);
- (c) To help identify risks, ensure the effectiveness of controls and providing reassurance to the Council and its members it is recommended that the Council's Audit & Risk function has unfettered access to information on the operation of the HDV;
- (d) Given the proposed scale of the proposed HDV, it is recommended that the Council ensure that there is sufficient resource within the Audit & Risk function to provide the necessary assurance and where necessary, expert input should be commissioned to support the A & R function in relation to the HDV.

Relationship management function

- 6.49 Within its evidence gathering the panel understood that the client management function within the council, that is how its bodies and structures interface with the HDV, would be of critical importance to the governance of the HDV, particularly in relation to the monitoring business plans, budgets and other financial monitoring.
- 6.50 The time required by officers to manage client function of the HDV for the Council should also not be underestimated. Evidence obtained from the panels visit to another local authority revealed that the time taken to manage the interests of the LABV and took up more than 1 day of officer time per week. Considering that the value of this LABV was just £4 million, it is fair to assume that officer time that will be required to support the client management function for the HDV which has a GFV 500 times greater (£2 billion) will be substantially greater. The panel were of the view that this should be acknowledged in client management resource for the HDV.
- 6.51 In addition, national guidance suggests that there should be a dedicated officer, who is not part of the HDV board, to lead client management activities within the council:
- 'The public sector body will need to consider how best to monitor the ongoing activities of the Joint Vehicle. In all cases designated individuals within the public sector body should be responsible for the review of business plans, budgets and financial information regarding the ongoing activities of the JV. These individuals should not be directly involved with the day to day operations of the JV or act as directors of the JV. In addition mechanisms should be put in place so that matters requiring its approval as a participant can be dealt with expeditiously.'*²⁹
- 6.52 It is suggested that that the establishment of a dedicated officer to manage liaison function between the Council and the HDV, whose role is delineated from other officers who may represent the council on the HDV board, will bring greater accountability and clarity.

Recommendation 8

To support the client management function:

- (a) It is recommended that there should be a dedicated accountable officer (who is not a representative on the HDV Board) at the Council to manage the interface between the Council and the HDV and provide liaison support between officers and bodies of respective partners.

²⁹ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector (HM Treasury, 2010)

(b) That sufficient resource is made available to support both the proposed dedicated accountable officer and other officers representing the council on the HDV board (including how this is reflected in the job description and role makeup of officers).

Governance arrangements for Subsidiary Limited Liability Partnerships

- 6.53 The panel note that it is likely that there will be a number of subsidiary LLPs to separately manage the development and investment activities of the HDV. Evidence obtained from LABV 3 in North East England would suggest that the memberships and other governance structures created for the overarching LLP and subsidiaries can be similar, as this helps to streamline support (e.g. meetings can run sequentially with the same members).
- 6.54 The panel were of the view that subsidiary LLP should be constituted as the overarching LLP and that the same governance arrangements should apply.

Recommendation 9

It is recommended that the subsidiary Limited Liability Partnerships which are created by the HDV are subject to the same governance structures as the HDV itself. The membership of these LLP boards should include the same balance and the same right of access to information. The subsidiary LLPs cannot be a method of circumventing agreed governance and decision making arrangements.

How will the HDV relate local to Councillors and other community stakeholders?

- 6.55 Although the HDV will be owned party by the Council, it will still be a private entity and in this context it is not clear what process will be established for handling members' enquiries once it's established. The panel recommend that a member enquiry process comparable to that established for Homes for Haringey will be agreed with the HDV to ensure that member enquiries are handled in comparable manner.

Recommendation 10

The panel recommend that a member enquiry process is established for the HDV. The operational standards for this process should be comparable to for example, the arms length organisations in which the Council has an interest.

- 6.56 The degree to which local councillors and other community stakeholders are engaged and involved in regenerations plans will be critical to the success of the HDV. The panel note that community consultation will be undertaken alongside the Development Business Plan process. To ensure that this is undertaken in a systematic and robust manner the panel recommend that a consultation reference group is established for each development project. This consultation reference group should include local councillors as well as other local community and business representatives to help steer and facilitate local engagement and involvement in regeneration plans.

Recommendation 11

To promote community engagement and involvement within the HDV its is recommended that the HDV sets up a community consultative group to engage and involve local stakeholders in those areas covered by regeneration plans. This should include councillors appointed by the council as well as representatives from local community groups, residents, local business and other interested local stakeholder.

HDV Relationship with the Local Planning Authority

- 6.57 From the experience of other authorities, it was apparent that there should be clear lines of separation between the LABV, the Local Authority and the Local Planning Authority. For although LABV may be partly owned by a Local Authority, in terms of any planning application and development process, it should not receive any preferential treatment in the planning process, but like any other applicant. It was important that this is maintained in both practice and in the perception
- 6.58 It was evident that other local authorities had sought to remove any such ambiguities or perceptions about the potential perceived conflicts that the LABV may have with the Local Planning Authority, where membership of the HDV Board has restricted involvement in the Local Planning Committee.
- 6.59 In the local context, the panel were concerned that the Cabinet Member for Housing, Regeneration and Planning was a potential representative of the Council on the HDV Board, which may give rise to some ambiguity as regard to planning process given their oversight of the planning function in the Council. The panel recommend that it may be helpful to realign cabinet responsibilities in respect of oversight of these potentially conflicting responsibilities.

Recommendation 12

To remove any ambiguity between the roles of the HDV with that of the Local Planning Authority, it is recommended that the Cabinet responsibility for each is disaggregated and allocated to separate members.

HDV Relationship with the Housing Revenue Account

- 6.60 Whilst the panel understood that housing operated by Homes for Haringey could be drawn down into the HDV for the purposes of estate renewal, it was unclear as to how this would impact on the long term sustainability of the Housing Revenue Account (HRA). Whilst there may be some reduction in costs for debt servicing and building maintenance, income to the HRA would be reduced as would potential borrowing against this asset. The panel were of the view that further clarification would be helpful from the Council (who manage the HRA) on the future viability of the HRA once land transfers to the HDV.

Recommendation 13

That the Council should provide further clarification and reassurance as to the future position and viability of the HRA once HRA owned land is drawn down in to the HDV.

HDV Relationship with the Homes for Haringey

- 6.61 The relationship that the HDV has with Homes for Haringey will be important to ensure that any estate renewal programme is successful. If the HDV is to have an estate regeneration role as planned, it is then clear that there should be an alignment of the business plans of both the HDV and Homes for Haringey. Such an alignment will ensure that the identification and draw down of estate regeneration sites is undertaken in a strategic and structured manner.

Recommendation 14

Given that the HDV will be delivering the regeneration of local estates managed by the ALMO it is recommended that there should be an alignment of the business plans of

the two organisations to ensure that there is strategic and structured process through which sites best suited for regeneration are transferred to the HDV.

7. Recommendations of the panel

7.1 A summary of all the recommendations made within the report are collated here for ease of reference.

Recommendation 1

A balance has to be found in any venture involving public bodies such as the council, including not only decisions of the Cabinet but also the scrutiny function, with a responsibility to the public to be thorough and prudent. On the one hand there are opportunities and strengths within the HDV proposal and on the other there are risks and weaknesses. From what the panel has learnt through the work of this review, it is clear that very significant risks with the proposed HDV remain. What the Council, and by extension its tenants and residents, gain from the proposed HDV is far less clear than what it and they stand to lose. That is the picture that has emerged from the evidence that we have seen and heard during this review, and also from the inferences that have had to be drawn from the information that simply wasn't available.

In terms of governance, there are a very significant set of issues, including:

- 1)** A fundamental democratic deficit inherent in any such proposed structure and one of such size and scale;
- 2)** The role of unelected officers joining a board in a voting capacity would supersede the role of elected councillors;
- 3)** A lack of transparency with regard to meeting structures, particularly in relation to rights of attendance at HDV meetings, and whether reports and minutes would be publicly available;
- 4)** The absence of any sufficient contingency plans to mitigate the risks of a scheme of such size and scale;
- 5)** What, if any, role the Secretary of State for Communities & Local Government has, or ought to have, in authorising a scheme of such size and scale.

On the basis that at present there are no governance arrangements that adequately mitigate the risks of this scheme, the panel has no other option than to **recommend** that the HDV plans are **halted** and that further scrutiny work should be undertaken.

Recommendation 1a

That further scrutiny of the proposals for the establishment of the proposed HDV is undertaken between January and summer 2017. And that:

- (a)** The HRSP should agree the terms of reference for this work with OSC
- (b)** Should as a minimum encompass the potential risks identified with the HDV and plans to mitigate these.

Recommendation 2

Given the scale and nature of the decision to authorise the proposed, final authorisation should be reserved to Full Council and not Cabinet. Prior to such authorisation the panel also recommend that:

- a)** That Council take note of any recommendations arising from scrutiny from Recommendation 1.

- b)** A new and updated risk assessment on the Business Case for the proposed HDV is undertaken and that the terms of this risk assessment and due diligence are made public;
- c)** A full consultation is undertaken among those tenants and leaseholders in estates which have been indentified for renewal through the HDV and tenants within Councils Commercial Portfolio which will transfer to the HDV upon authorisation.

Recommendation 3

Given the proposed scale of the proposed HDV and impact of decisions taken by the HDV Board, it is recommended that the Council nominate three of the four following representatives to for the HDV Board: Leader of the Council, the Cabinet member for Housing and Regeneration, Head of Paid Service or Section 151 Officer. Other officer's participation should be solely advisory and ultimate responsibility for decisions must remain with the Leader, Cabinet Member and Head of Paid Service.

Recommendation 4

To help assist in managing any conflicts of interest (COI) that may arise, it is recommended that:

- (a)** An officer protocol is developed which sets out the expectations of those officers in representing the council on the HDV Board, potential areas where conflict of interest may arise and how these may be resolved or avoided.
- (b)** Officer and member representatives on the HDV board should undergo regular training and update to ensure that they can appropriately identify when COI may be resolved or avoided.

Recommendation 5

(a) It is recommended that the Corporate Business Plan is presented to Overview & Scrutiny on an annual basis and through which the overall performance and impact of the HDV can be monitored, reviewed and assessed.

(b) It is recommended that individual Business Development Plans for prospective site developments should:

- (i)** Contain the full business case, risk analysis, key decisions and housing tenures and mix for the development.
- ii)** Be scrutinised by Overview & Scrutiny Committee before agreement and finalisation by Cabinet.
- (iii)** Be reviewed by Overview & Scrutiny Committee at a date and frequency determined by that Committee to assist in monitoring and evaluation.

Recommendation 6

It is recommended that the council develop a clear and robust set of Key Performance Indicators (KPI) for the HDV. These should include:

- (i)** Challenging targets for both revenue and capital growth from the management of the Council's commercial property portfolio;
- (ii)** Ambitious outcome regeneration outcome targets to help improve the health, wellbeing, safety and life chances of those within regeneration areas (and beyond).

Recommendation 7

To support the management of the operational risk of the HDV it is recommended that:

- (a)** Expert independent advice continues to be obtained to ensure that the HDV operates in the interest of the Council, residents and service users;

(b) The appointment of the HDV auditors should be a reserved decision and taken with the approval of both partners (the Council and Investment Partner);

(c) To help identify risks, ensure the effectiveness of controls and providing reassurance to the Council and its members it is recommended that the Council's Audit & Risk function has unfettered access to information on the operation of the HDV;

(d) Given the proposed scale of the proposed HDV, it is recommended that the Council ensure that there is sufficient resource within the Audit & Risk function to provide the necessary assurance and where necessary, expert input should be commissioned to support the A & R function in relation to the HDV.

Recommendation 8

To support the client management function:

(a) It is recommended that there should be a dedicated accountable officer (who is not a representative on the HDV Board) at the Council to manage the interface between the Council and the HDV and provide liaison support between officers and bodies of respective partners.

(b) That sufficient resource is made available to support both the proposed dedicated accountable officer and other officers representing the council on the HDV board (including how this is reflected in the job description and role makeup of officers).

Recommendation 9

It is recommended that the subsidiary Limited Liability Partnerships which are created by the HDV are subject to the same governance structures as the HDV itself. The membership of these LLP boards should include the same balance and the same right of access to information. The subsidiary LLPs cannot be a method of circumventing agreed governance and decision making arrangements.

Recommendation 10

The panel recommend that a member enquiry process is established for the HDV. The operational standards for this process should be comparable to other arms length bodies for which the Council has oversight.

Recommendation 11

To promote community engagement and involvement within the HDV it is recommended that the HDV sets up a community consultative group to engage and involve local stakeholders in those areas covered by regeneration plans. This should include councillors appointed by the council as well as representatives from local community groups, residents, local business and other interested local stakeholder.

Recommendation 12

To remove any ambiguity between the role of the HDV with that of the Local Planning Authority, it is recommended that the Cabinet responsibility for each is disaggregated and allocated to separate members,

Recommendation 13

That the Council should provide further clarification and reassurance as to the future position and viability of the HRA once HRA owned land is drawn down in to the HDV.

Recommendation 14

Given that the HDV will be delivering the regeneration of local estates managed by the ALMO it is recommended that there should be an alignment of the business plans of the two organisations to ensure that there is strategic and structured process through which sites best suited for regeneration are transferred to the HDV.

7. Contribution to strategic outcomes

- 7.1 The work of the panel in assessing the governance arrangements for the HDV
- Priority 4 of the Corporate Plan to promote sustainable housing, growth and employment; and
 - Priority 5 Creating homes and communities where people choose to live and are able to thrive.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

The report cites Brexit and the potential financial impacts this may have on the national and local economy and the financial risks and uncertainties these pose as a potential reason to consider not proceeding with the establishment of the Housing Development Vehicle.

With any significant regeneration project based on a lifecycle of 15-20 years there will always be the potential for changes to the economy and financial risks which cannot be forecast with any certainty. However, as part of the proposed arrangements these risks will be identified and managed over the lifetime of the project. The regeneration activity will take place in phases and the arrangements allow for adequate opportunity for scrutiny of the proposals, and assessment of the viability of each scheme, at each stage.

Growth in the Haringey local economy to create employment, affordable housing and an improvement in the quality of life for its citizens will only be achieved by significant investment and the Council is not in a financial position to fund that investment itself.

In addition, the regeneration activity will potentially generate additional resources for the Council which will be important with the government's vision to move to local authority self-financing.

Consideration should also be given to the fact that there may be financial implications arising from any subsequent decision for the Council to withdraw from the proposed joint venture arrangements.

A number of the specific recommendations relate to governance or other matters which have no direct financial impact.

Recommendation 2 refers to the requirement for a risk assessment to be carried out on the business case for the Haringey Development Vehicle (HDV) and for this to be made public.

Since the Cabinet decision to approve the establishment of the HDV was made in November 2015 a lengthy OJEU procurement has been undertaken to appoint the joint venture partner and final evaluations are coming to a close and a preferred bidder will be decided shortly. The business case for the establishment of the HDV will be considered as part of the final selection process. Public information will be made available where appropriate in line with Haringey's ethos of transparency.

Recommendation 6 refers to the implementation of robust Key Performance Indicators setting clear and challenging targets for revenue and capital growth in relation to the commercial portfolio. There are certain targets which have already been set for the bidders in finalising their proposals and these will continue to be monitored and new ones added where appropriate.

The composition of the client function has not yet been determined but any resources required will need to be contained within the existing budgetary framework.

Recommendation 13 in relation to the alignment of business plans will be fully adopted as will the recommendation in relation to the consideration of the impacts on the HRA of the HDV.

Legal

The Assistant Director of Corporate Governance has been consulted on the content of this report and comments have been incorporated within.

Equality

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.

The first phase of development sites to the HDV will be informed and supported by an Equality Impact Assessment (EqIA). This process will commence once a preferred bidder has been confirmed and when there is greater clarity on the sites that will transfer to the HDV. The EqIA will be presented alongside development business plans for individual sites.

9. Use of Appendices

There are no appendices to this report.

10. Local Government (Access to Information) Act

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