

HARINGEY COUNCIL MEDIUM TERM FINANCIAL PLAN TO MARCH 2017

Appendix 1

	2013/14 Revised Base Budget £'000	Pre-Agreed Growth £'000	New Growth £'000	Pre-Agreed Savings £'000	New Savings £'000	Funding Adjustments £'000	Slippage £'000	2014/15 Revised Base Budget £'000	Pre-Agreed Growth £'000	New Growth £'000	Pre-Agreed Savings £'000	New Savings £'000	Funding Adjustments £'000	Slippage £'000	2015/16 Revised Base Budget £'000	New Growth £'000	Funding Adjustments £'000	Slippage £'000	2016/17 Revised Base Budget £'000	
Service Areas (excluding Corporate Recharges and Capital Financing Costs)																				
Total Strategy and Performance	5,213	0	0	(609)	(156)	0	0	4,448	(130)	0	(190)	0	0	0	4,128	0	0	0	4,128	
Total Adults and Housing	92,055	650	995	(4,258)	0	0	90,152	950	910	(365)	(710)	1,720	0	0	90,937	1,720	0	0	92,657	
Total Place & Sustainability	44,209	500	400	(3,998)	(680)	108	40,539	(200)	0	(400)	(130)	0	0	0	39,809	0	0	(940)	38,869	
Total Public Health	17,815	592	0	(577)	(243)	0	17,588	0	0	0	0	0	0	0	17,588	0	0	0	17,588	
Total Children & Young People's Services	59,833	0	0	(5,017)	(175)	0	55,121	0	1,122	0	(480)	(1,122)	0	0	55,763	(1,122)	0	0	54,641	
Sub-Total	219,125	1,742	1,395	(14,459)	(1,254)	0	207,848	820	1,832	(955)	(1,320)	598	0	0	208,225	598	0	(940)	207,883	
Corporate Services																				
Total Corporate Resources	7,479	(330)	0	(885)	(350)	0	5,914	0	0	0	0	0	0	0	5,914	0	0	0	5,914	
Total Chief Executive	22,046	310	150	(1,982)	(689)	0	19,926	(410)	250	(160)	(91)	0	0	0	19,515	0	0	0	19,515	
Total Non Service Revenue	27,189	3,350	0	(5,338)	0	(59)	25,142	1,023	0	0	0	0	0	0	26,165	2,800	0	0	28,965	
Total Contingencies and Provisions	12,237	6,000	0	(3,500)	0	1,069	15,806	5,000	500	0	0	0	0	0	21,306	5,500	1,084	0	27,890	
Sub-Total	68,951	9,330	150	(11,705)	(1,039)	1,010	66,788	5,613	750	(160)	(91)	0	0	0	72,900	8,300	1,084	0	82,284	
Total Funding Requirement	288,076	11,072	1,545	(26,164)	(2,293)	1,010	274,636	6,433	2,582	(1,115)	(1,411)	8,898	1,084	(940)	281,125	8,898	1,084	(940)	290,167	
Funding Sources																				
Core Grants	29,992	0	0	0	0	975	31,163	186	0	0	(2,018)	0	0	0	29,145	0	(2,572)	0	26,573	
New Homes Bonus	3,095	0	0	0	0	1,069	4,164	0	0	0	(722)	0	0	0	3,442	0	1,084	0	4,526	
Revenue Support Grant	107,662	0	0	0	0	(21,480)	86,182	0	0	0	(24,921)	0	0	0	61,261	0	(20,850)	0	40,411	
Returned Top Slice/ Capitalisation	800	0	0	0	0	179	979	0	0	0	372	0	0	0	1,350	0	372	0	1,722	
Council Tax	75,240	0	0	0	0	0	75,240	0	0	0	0	0	0	0	75,240	0	0	0	75,240	
Retained Business Rates	18,577	0	0	0	0	1,165	19,742	0	0	0	554	0	0	0	20,296	0	629	0	20,925	
Top Up	52,710	0	0	0	0	1,719	54,429	0	0	0	1,527	0	0	0	55,956	0	1,735	0	57,690	
Surplus/(Deficit) on Collection Fund Contribution from/(to) Reserves	(3,570)	3,570	0	0	0	2,000	2,000	0	0	0	(2,000)	0	0	0	0	0	0	0	0	
Total Available Funding	288,076	0	0	0	0	(14,373)	274,636	933	0	0	(737)	0	0	0	246,690	0	(19,603)	0	227,087	
Budget Gap	0	0	0	0	0	0	0	0	0	0	0	0	0	0	34,435	0	0	0	63,079	

Note: Pre-agreed savings also includes June 2013 Cabinet agreed savings

Growth Proposals for consideration				
	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000
Adults & Housing	995	910	1,720	3,625
Public Health	0	0	0	0
Children's Services	0	1,122	(1,122)	0
Place & Sustainability	400	(200)	0	200
Chief Executive's Service incl. Legal	150	250	0	400
Strategy & Performance	0	0	0	0
Corporate Resources	0	0	0	0
Base Budget Growth Total	1,545	2,082	598	4,225

Growth Proposals - Adults & Housing									
Directorate/Service Area	Ref	Proposed Use of Investment & Justification (KPIs etc)	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)		
Adults & Housing Business Unit									
1 Adults Services	AH - 1	Care Purchasing budget growth to meet new demand from the increasing population (Older People with Physical Difficulties).		545	550	1,095	Haringey population is increasing and there are high demand pressures. This option does not address current budget gap but the service is taking action to manage this down. These figures assume population growth of 1.5% to 2% per year		
2 Adults Services	AH - 2	Care Purchasing budget growth to meet new demand from the increasing population and clients transferring from NHS funding (Mental Health needs)		130	120	250	Further clients are expected to transfer from Continuing Health Care to Local Authority provision. Haringey is an area of high Mental Health need and this is expected to grow in line with population		
3 Adults Services	AH - 3	To fund Young People in Transition - revised estimates	0	235	1,050	1,285	This is needed to meet the needs of Young people with disabilities in transition from Children's Services		
4 Community Housing Services	AH-4	To meet cost pressures and impact of welfare reform	995	0	0	995	This is used to provide temporary accommodation for homeless families. Growth is needed to meet additional need, rising housing costs and address income shortfalls resulting from Welfare Reforms such as the overall benefits cap.		
Total Adults & Housing			995	910	1,720	3,625			

Growth Proposals - Children's Services									
Directorate/Service Area	Ref	Proposed Use of Investment & Justification (KPIs etc)	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)		
Children and Young People									
Business Unit									
1 Children's Services		Haringey 54,000		1,122	(1,122)		Haringey 54,000 is designed to deliver transformational change and 0 long term budget savings to support delivery of the MTFP.		
Total Children's Services			0	1,122	(1,122)	0			

Growth Proposals - Place & Sustainability

	Directorate/Service Area	Ref	Proposed Use of Investment & Justification (KPIs etc)	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)
	Place & Sustainability							
	Business Unit							
1	Planning and Housing	PS-1	Enforcement - Industrial Units	400	(200)		200	There is a need to increase the resources allocated to HMO licensing and enforcement, due to a dramatic rise in private renting in the Borough, with a consequent increase in the sharing of accommodation and conversion of industrial units. The additional resources identified will ensure that safety standards are met and landlords take more responsibility for Anti-Social Behaviour issues
	Total Place & Sustainability			400	(200)	0	200	

Growth Proposals - Chief Executive									
Directorate/Service Area	Ref	Proposed Use of Investment & Justification (KPIs etc)	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Why is this needed? / What outcomes will be achieved? (e.g. impact on P.I.)		
Place & Sustainability									
Business Unit									
1	CE-1	Customer Services training & communications	150	(150)	0	0	This will fund one-off training, change and communications activity required to effectively deliver and embed the Customer Services Transformation activities		
2	CE-2	Customer Services systems & processes	0	400	0	400	This will be required to fund the annual IT system maintenance / support costs for the proposed new system to be purchased to enable the benefits of the Customer Services Transformation programme to be delivered.		
Total Chief Executive			150	250	0	400			

Additional savings	2014/15 £'000	2015/16 £'000	2016/17 £'000	Totals £'000
Public Health	243	0	0	243
Corporate Resources	350	0	0	350
Children and Young People	175	0	0	175
Place & Sustainability	680	0	0	680
Strategy & Performance	156	0	0	156
Chief Executive (incl. Legal)	689	0	0	689
TOTAL	2,293	0	0	2,293

Additional Savings - Public Health										
Item	Directorate	Detailed Efficiency & Saving proposal	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Impact on Performance (Service Delivery)	No. of Staff Affected	No. of Posts Deleted (FTE)	Equality Impact Assessment Required
1	Public Health	Health Intelligence	50	0	0	50	No immediate impact on front line services but in the long term ability to plan and commission effectively could be reduced.	0	0	tbc
2	Public Health	Family Nurse Partnership	24	0	0	24	This contract provides support to first time parents under 19. The reduction in funding will be managed to ensure impact on front line services is minimal but there is a small risk to performance.	0	0	tbc
3	Public Health	School Curriculum Development	30	0	0	30	This will reduce support to schools to educate Children about healthy living.	0	0	tbc
4	Public Health	Offer the increase in PH grant as a saving rather than commission new services.	25	0	0	25	There will be no changes to existing services but new opportunities for investing to save will be foregone.	0	0	tbc
5	Public Health	Savings achieved via substance misuse retender	20	0	0	20	No impact on services as savings will be achieved through competitive tendering	0	0	tbc
6	Public Health	Social isolation project	30	0	0	30	Social isolation is a risk factor for ill health. Reducing services to combat it may have an impact on health and social care use, especially in relation to mental health	0	0	tbc
7	Public Health	Health promotion for adults and prevention of obesity	24	0	0	24	Obesity is a risk factor for ill health and there is a high prevalence in Haringey. Reducing services to combat it may have an effect on health and social care use.	0	0	tbc
8	Public Health	Evaluation of Prevention Services	40	0	0	40	No immediate impact on front line services but over time will reduce the evidence base for effective commissioning and policy.	0	0	tbc
	Total Public Health		243	0	0	243		0	0	0

Additional Savings - Corporate Resources										
Item	Service	Detailed Efficiency & Saving proposal	New saving 2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Impact on Performance (Service Delivery)	No. of Staff Affected	No. of Posts Deleted (FTE)	Equality Impact Assessment Required
1	Corporate Finance	Newly identified savings from new banking contract	80	0	0	80	None expected	0		No
2	Corporate Finance	Reduced debt refinancing costs (through reduced Minimum Revenue Provision contribution due to a draw down from Debt Redemption Reserve)	200	0	0	200	None expected	0		No
3	Audit & Risk Management	Insurance payback (one-off)	70	0	0	70	None expected	0		No
	Total Corporate Resources		350	0	0	350				

Additional Savings - CYPs										
Item	Service	Detailed Efficiency & Saving proposal	New saving 2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Impact on Performance (Service Delivery)	No. of Staff Affected	No. of Posts Deleted (FTE)	Equality Impact Assessment Required
1	Children and Families	It is proposed to raise income by utilising adoption assessments where there are no Haringey children to match and charging other LA's for out of borough matches.	100	0	0	100	No impact on service delivery and improved use of resources.	None		Not required
2	Prevention and Early intervention	Staffing reduction and income generation by offering support services to schools and Academies from alternative providers.	75	0	0	75	Minimal impact on performance.	1		Not required
	Total Children's Services		175	0	0	175				

Additional Savings - Place and Sustainability										
Item	Service	Detailed Efficiency & Saving proposal	New saving 2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Impact on Performance (Service Delivery)	No. of Staff Affected	No. of Posts Deleted (FTE)	Equality Impact Assessment Required
1	Property	Increase in disposal fee income generated by increased level of disposals as an outcome of the Accommodation Strategy	100	0	0	100	None	0	0	n
2	PRE	Reduction in grant support to North London Strategic Alliance in line with proposals to reduce size of the body.	15	0	0	15	None	0	0	n
3	SFL	Increased income from planned traffic management infrastructure improvements.	100	0	0	100	None	0	0	y
4	SFL	Increased Parking income from extended hours of late night CCTV enforcement in Town Centres following successful trial in Muswell Hill	50	0	0	50	None	0	0	y
5	Leisure	Additional Dignity contract income arising from contractual conditions	35	0	0	35	None	0	0	n
6	SFL	Increased income due to increased level of enforcement of HGV weight restrictions on residential roads by mobile cameras.	280	0	0	280	None	0	0	y
7	SFL	HRA funding of disposal costs of waste removed from void properties / Council dwellings	100	0	0	100	None	0	0	n
Total Place & Sustainability			680	0	0	680				

Additional Savings - Strategy and Performance

Item	Service	Detailed Efficiency & Saving proposal	New saving 2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Impact on Performance (Service Delivery)	No. of Staff Affected	No. of Posts Deleted (FTE)	Equality Impact Assessment Required
1	Strategy & Business Intelligence	Delete posts and reduce non-salary budgets to achieve £80k additional saving	80	0	0	80	S&BI is under review as part of the recent Council restructure. This review will need to identify this additional saving. This will be split as £60k salary reduction and £20k non-salary budgets.	tbc		tbc
2	Communications	Reductions in supplies and services budgets	70	0	0	70	Unplanned pressures will be harder to manage within reduced resources. This will inevitably lead to a reduction in the marketing and information material produced to promote council services	0		tbc
3	LDMS (Committee Services)	Governance review changes which would have a reduction in cost to overtime and administrative costs.	6	0	0	6	None expected	0		No
	Total Strategy & Performance		156	0	0	156				

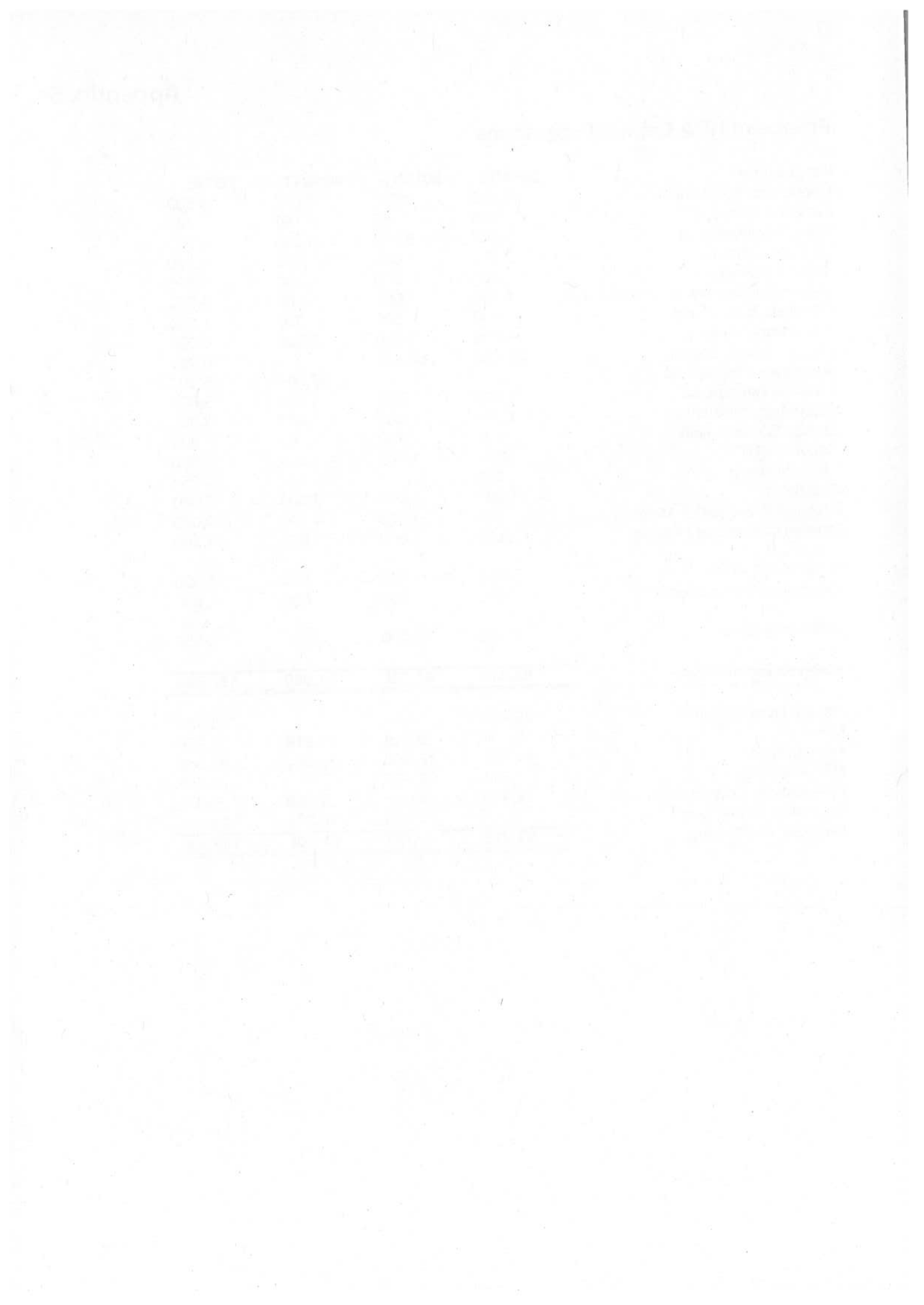
Additional Savings - Chief Executive

Item	Service	Detailed Efficiency & Saving proposal	New saving 2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000	Impact on Performance (Service Delivery)	No. of Staff Affected	No. of Posts Deleted (FTE)	Equality Impact Assessment Required
1	RBCS	Savings from transformation programme in RBCS	300	0	0	300	Some impact on performance but primarily delivered through efficiency measures.	tbc	tbc	yes
2	ITS	Subject to Cabinet agreeing renewal of Corelogic Frameworkki (Social Care system) – contract	80	0	0	80	No impact on performance as the current annual contract has been reduced by £80k via negotiation with provider	0		no
3	ITS	Contract cost management reductions	50	0	0	50	There is a risk of inflationary increases against contracts not being covered by budget. Inflationary increases have been minimised over the last couple of years due to robust negotiation with suppliers. It is unlikely they will be able to hold these for another year (contractual obligation).	0		no
4	HR/OD	Reduction of 2 FTE's. Average FTE saving is £53,600	110	0	0	110	Restructure required to operate through a priority filter process of a) statutory and legal requirements 2) corporate plan activities 3) discretionary elements. Risk that discretionary elements may not be delivered.	tbc		yes
5	Corporate Legal	Reduce the disbursement budget further over and above pre-agreed savings	149	0	0	149	This further reduction is based on the 13/14 YE projection at P6 which indicates this further sum can be saved. This relies on work levels not significantly increasing, particularly in the area of child care proceedings.	0		tbc
	Total Chief Executive		689	0	0	689				

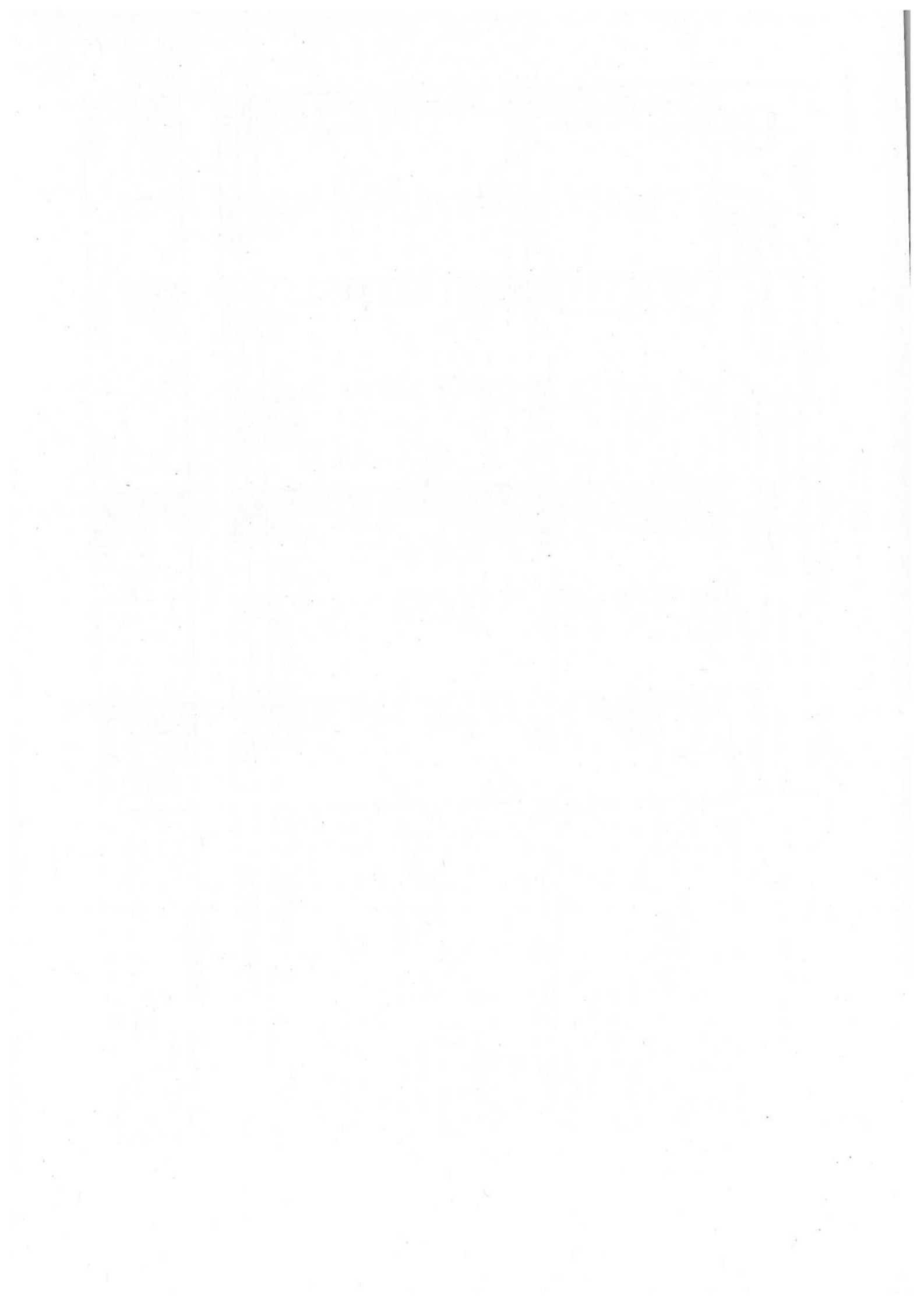
Capital Programme 2014/15 to 2016/17 - Proposed programme							
Ref.	Directorate	Business Unit	Capital Project Title	2014-15	2015-16	2016-17	Total
1	Place & Sustainability	Tottenham Regeneration	Tottenham Regeneration	500	4,800	0	5,300
2	Place & Sustainability	OS&CS Single Front Line	Street lighting investment programme	400	400	400	1,200
3	Place & Sustainability	OS&CS Single Front Line	Planned carriageway and footway works	2,000	500	500	3,000
4	Place & Sustainability	OS&CS Single Front Line	Road safety and structures	150	150	150	450
5	Place & Sustainability	OS&CS Single Front Line	Parking infrastructure	300	300	300	900
6	Place & Sustainability	OS&CS Single Front Line	Tree planting programme	65	70	75	210
7	Place & Sustainability	OS&CS Leisure	Bruce Castle		141	849	990
8	Place & Sustainability	OS&CS Asset Mgt	Council buildings condition works	750	750	750	2,250
9	Place & Sustainability	Property & Capital Projects	Capital programme delivery	50	50	50	150
10	Place & Sustainability	Strategy and Regen	Stroud Green - Finsbury Park	50	20		70
11	Place & Sustainability	Property & Capital Projects	Smart Working Project	1,075	17	0	1,092
12	Place & Sustainability	Property & Capital Projects	Reprovision of civic functions	100	1,000	1,900	3,000
13	Place & Sustainability	Property & Capital Projects	Hornsey Town Hall	1,784	2,672	1,451	5,907
14	Place & Sustainability		Dilapidations	300			300
15	Place & Sustainability		Asset disposals	100	100	100	300
16	Adults & Housing	Adult Social Care	Aids & adaptations	700	700	700	2,100
17	Adults & Housing	Housing	Compulsory purchase - empty properties	500	500	500	1,500
18	Corporate Resources	Alexandra Park & Palace	Alexandra Palace annual Infrastructure programme	500	500	500	1,500
19	Corporate Resources	Alexandra Park & Palace	Alexandra Palace regeneration	250	350	350	950
20	Corporate Resources	Alexandra Park & Palace	Alexandra Palace (HLF)		1,292	3,876	5,168
21	Corporate Resources	IT	IT capital programme	250	250	250	750
22	Corporate Resources	Central Procurement Unit	ReFit energy efficiency programme	757	0	0	757
23	Assistant Chief Executive	Transformation	Customer Service Transformation	2,000	1,080	600	3,680
	Total proposed programme			12,581	15,642	13,301	41,524

Proposed HRA Capital Programme

Programme	2014/15	2015/16	2016/17	TOTAL
Mechanical & Electrical	2,500	3,500	3,500	9,500
Asbestos Removal	160	160	160	480
Boiler Replacements	5,500	5,500	5,500	16,500
Lift Improvements	2,100	1,000	1,000	4,100
Structural Works	200	200	200	600
Capitalised Repairs and Minor Work	1,600	1,600	1,600	4,800
Extensive Void Works	500	500	500	1,500
Professional Fees	2,000	2,000	2,000	6,000
Decent Homes Works	37,980	32,938		70,918
Successor Programme			25,000	25,000
Disabled Adaptations	1,200	1,200	1,200	3,600
Estate Improvements	1,000	1,000	1,000	3,000
Energy Conservation	100	100	100	300
Security/CCTV	500	1,000	1,000	2,500
Stock Survey	250	-	-	250
Fire Safety	1,000	3,000	3,000	7,000
Planned Preventative Maint	-	4,000	4,000	8,000
Internal Communal Flooring	200	800	800	1,800
Supported Living	500	500	500	1,500
Extensions/Conversions	600	600	600	1,800
Infill/Small Sites	5,420	8,130	-	13,550
Planned Expenditure	63,310	67,728	51,660	182,698
Decent Homes Grant	25,480	-	-	25,480
MRA	19,338	19,319	19,319	57,976
HRA surplus	14,366	16,000	15,000	45,366
RTB Receipts	1,626	2,439		4,065
Leaseholder Contributions	2,500	2,000	2,000	6,500
Borrowing (within Cap)		27,970	15,341	43,311
Sources of Funding	63,310	67,728	51,660	182,698



HRA Summary	2013/14		2014/15		2015/16		2016/17	
	Current Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s
Rental Income	(82,048)	(1,678)	(83,726)	(1,966)	(85,692)	(2,008)	(87,700)	(2,008)
Non Dwelling Rents	(2,396)	(29)	(2,425)	(29)	(2,425)	0	(2,425)	0
Leasehold Service Charge Income	(6,350)	0	(6,350)	0	(6,350)	0	(6,350)	0
Tenant Service Charge Income	(10,113)	650	(9,463)	650	(9,463)	(294)	(10,060)	(303)
Miscellaneous Income	(5,925)	(604)	(6,529)	(604)	(6,529)	(523)	(7,475)	(423)
Housing Management Costs	5,785	494	6,279	494	6,279	450	7,093	364
Repairs & Maintenance	124	2,432	2,556	2,432	2,556	0	2,556	0
Bad Debt Provision	1,524	720	2,244	720	2,244	250	2,994	500
Service Charge Costs	6,722	219	6,941	219	6,941	147	7,215	127
Total Managed Accounts	(92,677)	2,204	(90,473)	2,204	(92,409)	(1,936)	(94,152)	(1,743)
Temporary Accommodation	(1,233)	(41)	(1,274)	(41)	(1,315)	(41)	(1,356)	(41)
Community Alarm	203	38	241	38	241	(4)	233	(4)
Supported Housing	196	32	228	32	228	14	256	14
Other Property Costs	2,314	(275)	2,039	(275)	2,039	8	2,057	10
HIERS/Regeneration Team	225	385	610	385	610	0	610	0
Feasibility Studies of Estate Renewal	550	150	700	150	700	0	700	0
Consultation and comms re Estate Renewal		500	500	500	500	0	500	0
Place and Sustainability Recharges	740	170	910	170	910	0	910	0
Housing GF Recharges	2,418	0	2,418	0	2,418	0	2,418	0
Bad Debt Provision - Hostels	62	2	64	2	66	2	66	0
Pension Contributions Increase		2,100	2,100	2,100	2,100	0	2,100	0
Corp Democratic Core	695	17	712	17	730	18	748	18
Capital	35,048	0	35,048	0	35,048	1,400	36,448	800
Homes for Haringey Management Fee	38,986	(3,087)	35,899	(3,087)	34,207	(1,692)	32,545	(1,662)
Total Retained Accounts	80,204	(9)	80,195	(9)	79,900	(296)	79,035	(865)
TOTAL HOUSING REVENUE ACCOUNT	(12,473)	2,195	(10,278)	2,195	(12,509)	(2,232)	(15,117)	(2,608)
Planned Opening HRA Balance	(19,002)		(17,808)		(17,808)		(10,229)	
In Year Surplus	(12,473)		(10,278)		(12,509)		(15,117)	
Capital Programme	10,667		14,366		16,000		15,000	
Funding for Staff Redundancies (if required.)	3,000							
Planned Closing Balance	(17,808)		(13,720)		(10,229)		(10,346)	



APPENDIX 7

PROPOSED AMENDMENT – NLWA.

Apportionment of levies

4.—(1) Subject to regulation 5, the amount to be levied by a joint waste disposal authority in respect of any financial year from each of its constituent councils shall be determined by apportioning the total amount to be levied by that authority in that year between those councils as follows—

- (a) in such proportions as all the constituent councils may agree; or
- (b) in the absence of such agreement, by a combination of the following proportions—
 - (i) the costs incurred by the joint waste disposal authority in the disposal or treatment of household waste delivered to it by its constituent councils shall be apportioned between the constituent councils in proportion to the tonnage of household waste delivered by each of these councils to the joint waste disposal authority within the last complete financial year for which data are available **except for when a constituent council will start to deliver to the joint waste disposal authority types of waste that the constituent council had previously retained for recycling in which case the constituent council shall provide to the joint waste disposal authority records of the tonnage of such household waste it delivered elsewhere for recycling in the last complete financial year for which data are available and the joint waste disposal authority shall apportion its levy as if the constituent councils had also delivered such household waste to the joint waste disposal authority.**
 - (ii) the costs incurred by the joint waste disposal authority in the disposal or treatment of business refuse that is deposited at places provided by the constituent councils under section 1 of the Refuse Disposal (Amenity) Act 1978(a) shall be apportioned between the constituent councils in proportion to the tonnage of business refuse deposited at such places within the area of each of these councils within the last complete financial year for which data are available;
 - (iii) The costs incurred by the joint waste disposal authority in the planning, construction, equipping and operation of sites provided under section 51(1)(b) of the Environmental Protection Act 1990 (HWRCs), including contract payments, staffing, utilities, premises, reuse, recycling, composting (costs and/or income) and relevant management costs, but excluding the cost of removing residual waste and its disposal (the authority's duty under the Refuse Disposal (Amenity) Act 1978), shall be apportioned between those constituent councils in whose area an HWRC is situated proportionate to the authority's relative costs applicable to each HWRC, such that the authority's above costs of each HWRC are paid in full by the constituent council in which it is situated.
 - (iv) The costs incurred by the joint waste disposal authority in the purchasing of **Granford Way Western Road** HWRC shall be apportioned between the constituent councils in the following proportions:

Barnet	0.613%
Camden	0.038%
Enfield	0.383%
Hackney	0.191%
Haringey	97.894%
Islington	0.804%
Waltham Forest	0.077%

(v) The costs incurred by the joint waste disposal authority in the purchasing of any further HWRCs shall be apportioned between the constituent councils in proportion to the number of households in each constituent council that exist within a two-mile radius of the entrance to the HWRC until a visitor survey has been undertaken by the Authority. Once a visitor survey has been undertaken by the Authority for any such HWRC the costs as at clause (iii) above shall be recovered from the constituent councils from the next financial year onwards in proportion to such visitor survey; visitors from outside the Authority's area shall be treated as visitors from the borough in which the HWRC is situated. Further visitor surveys may be undertaken by the Authority in future years, which shall be used in place of previous visitor surveys from the financial year after they are undertaken, including for the avoidance of doubt ~~Cranford Way~~ Western Road; and

(vi) all other costs not falling within paragraphs (i)-(ii) (iii) (iv) or (v), shall be apportioned between the constituent councils by reference to the relevant proportion.