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25 January 2019

To: All Members of the Overview and Scrutiny Committee

Dear Member,

Overview and Scrutiny Committee - Monday, 28th January, 2019

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 1 - 6)

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

Adults and Health – 18th January 2019.

10. BUDGET SCRUTINY; PANEL FEEDBACK AND RECOMMENDATIONS. (PAGES 7 - 54)

Appendix C - Additional Information updates/overview

Additional Information P2

Additional Information P3

Additional Information P4&5

Additional Information – Analysis of savings

Additional Information – Capital programme

Yours sincerely

Philip Slawther, Principal Committee Co-ordinator
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**MINUTES OF THE MEETING OF THE ADULTS & HEALTH
SCRUTINY PANEL HELD ON FRIDAY 18TH JANUARY 2019, 2.30
- 4.35 pm**

PRESENT:

**Councillors: Pippa Connor (Chair), Nick da Costa, Mike Hakata,
Sheila Peacock and Eldridge Culverwell**

26. FILMING AT MEETINGS

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

27. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Cllr Felicia Opoku, Cllr Yvonne Say and co-opted member, Helena Kania.

28. ITEMS OF URGENT BUSINESS

None.

29. DECLARATIONS OF INTEREST

None.

30. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

31. MINUTES

In relation to the action points from the minutes of the meeting held on 1st November 2018, Cllr Connor confirmed that she had written to Cllr Charles Adje, Cabinet Member for Strategic Regeneration and Cllr Emine Ibrahim, Cabinet Member for Housing & Estate Renewal regarding suicide prevention and the construction industry. She had also raised the issue of suicide prevention at the Joint Health Overview & Scrutiny Committee for the NCL area which had discussed the peer-to-peer support app for 10-16 year olds, known as Kooth. The app was quite expensive however, so the cost may be more usefully discussed across the whole five-borough area.

Charlotte Pomery, Assistant Director for Commissioning, noted that Kooth had presented to the CAMHS Transformation Board earlier that day and had been well supported so options for funding and implementation were being considered.

Details on action points on mental health training, safeguarding data and the Priority 2 budget position for Quarter 1 of 2018/19 would be circulated to panel members shortly.

AGREED: That the minutes of the Adults & Health Scrutiny Panel meeting held on 1st November 2018 be approved as an accurate record.

32. SCRUTINY OF THE 2019/20 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2019/20 - 2023/24)

Paul Durrant, Senior Business Partner, introduced the report on the 2019/20 Draft Budget, the Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 and the savings proposals that relate to the Scrutiny Panels' remit. Scrutiny panel recommendations would be referred to the Overview & Scrutiny Committee for discussion on 28th January, then referred to Cabinet for discussion on 12th February with final proposals put forward for consideration of Full Council on 25th February.

The report refers to £6.5m of additional budget reductions for 2019/20 that are required on top of the £7m of budget reductions for 2019/20 already submitted to the four scrutiny panels. However, following the finalisation of the funding settlement this figure has reduced to £5.2m. Cllr Patrick Berryman, Cabinet Member for Finance, said that work was ongoing on how to resolve this £5.2m gap and present a balanced budget ahead of the Cabinet meeting in February.

The budget reduction proposals for Adult Services total £3.624m over five years. £2m of these were proposed for 2019/20, a further £1.049m in 2020/21, £195k in 2021/22, £280k in 2022/23 and £100k in 2023/24.

Asked about the previously identified savings Beverley Tarka, Director of Adults & Health, said that in the 2018/19 MTFS there had been a £2.4m savings target for 2019/20 based on demand management. An authorisation panel, chaired by either Beverley Tarka or John Everson, had been put in place to oversee care purchasing spend and ensure that the best outcomes and value for money were being obtained. The £2m of new savings for 2019/20 set out in the report is in addition to this £2.4m savings target.

John Everson, Assistant Director for Adults, introduced each of the budget reduction proposals for Priority 2. Questions from the panel members were responded to by Cllr Patrick Berryman, Beverley Tarka, Charlotte Pomery, John Everson and Paul Durrant.

PA1 - Charging for Managed Accounts

This proposal involves:

- introducing a new administration fee when the Council acts as an Appointee (managing benefits on behalf of someone who cannot manage their own affairs, for example because they lack capacity)

- introducing a new charge for people who fund their own care but choose to have their care package managed by the Council.

Panel members expressed concerns that those requiring an Appointeeship are likely to be the poorest and most vulnerable and queried whether this measure would be fair or equitable. Panel members observed that savings of £70,000 across 200 people identified under this proposal averaged an annual charge of £350 per person.

The panel was informed that the Equalities Impact Assessment was the tool used to identify these potential inequalities and to mitigate this and ensure that groups with protected characteristics are not disadvantaged. There are a number of people supported through an Appointeeship who do have significant funds so are not all necessarily among the poorest. People's ability to pay will be assessed and legislative guidance applies to how these charges are levied. It was confirmed that clients paying the charge on a monthly basis would not pay any more than clients paying on an annual basis.

AGREED: That the Panel be provided with a copy of the relevant Equality Impact Assessment.

AGREED: That further information be provided to be Panel on the proposed annual charges compared to the equivalent annual charges levied by broadly comparable local authorities. This should include any known evidence about whether charges by other local authorities have caused any financial harm to individuals.

PA2 - Fast tracking financial assessments

This proposal involves speeding up the process of financial assessments so that charging starts as soon after the start of services as possible. This saving relies mainly on reducing debt levels and the cost of recovering overpayments.

Panel members queried whether it was appropriate to discuss someone's needs at the same time as discussing the costs of those needs. The panel was informed that it was important to do so in a sensitive way but that the Council also had a responsibility to have these conversations early at an appropriate time rather than allowing a time lag which could sometimes result in costs to the Council that are not recouped. The needs assessment would be carried out first, followed shortly afterwards by the financial assessment.

PA3 - Capitalisation of CAS

This proposal involves capitalising the operating and equipment costs of Haringey's Community Alarms Service but does not involve changing the service in any way.

PA4 - Housing Related support

This proposal involves funding housing advice and support through the new Flexible Homelessness Support Grant. This grant is provided for two years by the Ministry of

Housing, Communities & Local Government (MHCLG) which has allocated sums of funding to individual local authorities to meet additional responsibilities under the new Homelessness Reduction Act. In response to questions from the panel it was confirmed that the posts supported by this proposal are based within Adults & Social Care directorate. The Homelessness Reduction Act is focused on prevention by supporting people who are considered likely to become homeless including by working with landlords, family members and others to find solutions.

PA5 - In-House Negotiator

This proposal builds on an approach already ongoing which involves a negotiator looking at market intelligence and liaising with care providers in relation to high-cost care packages of over £1,000 a week to ensure that the Council is getting a reasonable price for the care that has been commissioned and that the care services that have been paid are being delivered in full.

Asked whether there was a risk that the Council could end up paying more in some cases or that levels of service could be reduced in response to payment reductions, the Panel was informed that this was unlikely to be a significant risk as these are very high cost packages and providers will be aimed to charge the amount they consider to be appropriate for their business. The proposal is predominantly about market negotiation. The reviewing of care packages is done on a very individual basis depending on the circumstances and so the Council does not always wait for an annual review, but if there is a change in the care package there is a six-week review as standard.

The projected savings are based on assumptions from the work already carried out by the negotiator in 2018/19. The proposal to recruit two care negotiators would be looked at flexibly as this may, in time, turn out not to be needed.

Panel members noted that the projected savings resulting from this proposal in the agenda pack does not match the figures provided in the supplementary sheet that had been provided to the Panel. A clarification would be provided in writing.

Asked whether there were any risks associated with this proposal, officers referred to the previously discussed points about needs/costs being assessed as higher in some cases, or that external economic factors such as inflation or consequences of Brexit could impact on the market.

AGREED: That the figures on the projected savings from this proposal be clarified in writing.

AGREED: That potential risks be added to the proposal, including on the number of clients and the potential savings.

PA6 - Transfer of High Cost Day Opportunities

This proposal involves reducing the costs of out of borough placements by bringing three ex-day centres in Haringey back into use and enabling some service users to transfer back to services within the borough. The three ex-day centres are the Haven,

the Roundway and the Woodside. There is still some options appraisal work to do, so while there are likely to be some capital costs these are not yet fixed. A full review of individuals that could transfer back into the borough would also be required on their potential transition as some individuals may be settled in their out of borough settings.

On whether service users and carers might feel nervous about this transition due to the changes being put forward in order to save money, there were a number of people who want to come back so the process would start with them. Individuals would be consulted on their needs. There is also a significant throughput of people coming through each year who could be provided with better value for money outcomes. In relation to individuals who want to stay where they are, their care package may still be subject to cost negotiation as set out previously under proposal PA5.

On whether the large projected savings of £525,000 in 2020/21 could prove to be unachievable or could be delayed the Panel was informed that benchmarking had been carried out using locally available day opportunities provision provided by the voluntary sector in Haringey compared to the costs of out of borough provision which were significantly higher. The high savings figure reflected the often high cost of some care packages.

AGREED: That the Panel notes its concerns about the potential risk of the savings not being delivered to the amount and/or timescale projected.

PA7 - Public Health (Sexual Health)

This proposal involves projected savings based on efficiencies that are already beginning to be achieved though the delivery of different types of sexual health services including online home testing kits which provide more choice, anonymity and flexibility.

PA8 - Investment of drug and alcohol savings in preventative services for adults and families, targeting health inequalities

This proposal involves retendering of three substance misuse contracts which has created savings.

PA9 Further savings to be delivered by Adults Services

This item relates to additional savings of £720k over five years which would be achieved through operational business management.

Capital budget

The Panel was informed that the finance member of staff specialising in this area was unavailable and so questions would need to be responded to in writing. Questions from the Panel were:

- On capital scheme 213 (Canning Crescent Assisted Living) does the £6.7m identified include the CCG funding or is the CCG funding additional to this?

- On capital scheme 214 (Osborne Grove Nursing Home) there is £200k of capital spend identified for 2018/19 on the supplementary information sheet. What was this for?
- On capital scheme 214 (Osborne Grove Nursing Home) how has the figure of £10.75m been arrived at given that the feasibility study has not yet been completed.
- On capital scheme 215 (Hornsey Town Hall) how many affordable housing units will be purchased, will these be managed by Homes for Haringey and on what terms is the affordable housing available to people?

On the Osborne Grove Nursing Home consolidation, Beverley Tarka said that this did not involve additional capital costs and that by consolidating residents onto one floor this will reduce the staffing requirement which is expected to save about £400k per year. The feasibility study on the proposals for Osborne Grove Nursing Home is expected in February or March.

AGREED: That the Panel's questions on the capital budget be responded to in writing.

33. NEW ITEMS OF URGENT BUSINESS

None.

34. DATES OF FUTURE MEETINGS

- 29th January 2019
- 4th March 2019
- 19th March 2019 (Provisional Joint Meeting with Children & Young People's Scrutiny Panel)

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

Appendix C**Additional Information****Priority 1**

PC2: Further details of the proposed budget reductions arising from the rationalisation of the management of Children's Centres:

Post affected	FTE	Grade	Affected number of Employees	Number of Posts Created	FTE	Grade	
Management	√	PO 4/6	3	3	√	PO5 (1)/ 7 (2)	
Nursery Practitioner	√	SO 1	11	11	√	PO1(1) / Scale 6 (10)	
Total			14	Total			14

Priority 2

- Charging for managed account: EqIA circulated separately. Further information to be provided on the proposed annual charges compared to the equivalent annual charges levied by broadly comparable local authorities. This should include any known evidence about whether charges by other local authorities have caused any financial harm to individuals:
 - There is very limited information available on charging by comparable local authorities. Despite requesting information from neighbouring authorities, this has not been forthcoming to date. We are aware that some local authorities will convert appointee cases to the Court of Protection, where there are high balances on the account. This enables them to apply the deputyship guidance in charging for administration. In terms of hardship, the proposal is to mirror the charging regime used for Court of Protection clients (and therefore based on a Court directive). This approach maintains a clear protection for clients – to date no Court of Protection clients have experienced hardship. Additional safeguards will be built into the policy to minimise the risk of any hardship being experienced as a direct result of the proposed charges. For example, where we hold no savings for a client and simply collect their DWP benefits to pay bills then the charge would not be applied.
- In-house negotiator: Figures on the projected savings from this proposal to be clarified in writing plus information on potential risks to this proposal, including modelling of potential savings and the number of clients to be provided:
 - 2019/20 = £116k
 - 2020/21 = £344k
 - Total = £460k

The risks to this proposal are related to non-achievement of savings: In negotiation, the levels of care commissioned and delivered are found to be in balance. Needs are found to have changed, with additional

costs being identified to meet these needs. Savings made are marginal rather than fundamentally addressing the cost of the package

- Transfer of High Cost Day Opportunities:
 - Any re-design process is complex and the possibility of delay or slippage has been built in by not assuming any savings until 2020/2021 at the earliest. The co-design group being set up for this project will include users, carers and staff. This group will have the opportunity to raise and challenge the perception that the main driver for this project is cost. Historically, some out of borough packages are high cost and without local competition may remain higher than necessary. The redesign will focus on ensuring that services commissioned locally will meet identified levels of need.

The co-design process will consider issues in the round including: value for money, reduced travel time, increasing the number of local day opportunity places in borough, increasing choice, improving outcomes, increasing variety. Engaging with users and carers early on should mitigate the potential risk of the proposal especially given that anxiety in carers has in the past unnecessarily been raised by other persons/groups not directly involved.

- Canning Crescent Assisted Living:
 - NHS England are providing £950k capital grant towards the project
- Osborne Grove Nursing Home:
 - Financial modelling, based on benchmarking of similar projects, was carried out. This projected in the entire cost of the project (including construction and feasibility). £200k is estimated cost of the feasibility study.
- Hornsey Town Hall:
 - There is an assumption of 11 units, which the current model presumes they will be managed by Homes for Haringey

Priorities 3 & 4

- More details on how much is spent on consultants altogether, including through capital costs:
 - There has been £612k of revenue spend allocated to the categories that form consultancy to P9 across over 50 suppliers. £215k of this was for professional, expert advice on sites/development – financial modelling, valuations, development appraisals. £150k on architect studies, £16k on cost consultants, £27k on an Independent Tenant and Leasehold Advisor. Wherever possible expenditure is being capitalised or reallocated, for example the ITLA will be HRA funded but its initial coding is to revenue and then recharged to the HRA. The remainder (£204k) is for small suppliers covering events such as community voting days, the Tottenham Green market, the Tottenham Winter Festival, the Wood Green BID.
 - There has been £3.7m of capital spend allocated to the categories that form consultancy to P8. The vast majority of this is contractor expenditure on project delivery: £2.86m of this was on the White Hart Lane public realm

scheme to the contractor, £208k to the Gasworks site contractor in Wood Green, and £186k to the North Tottenham Townscape Heritage Initiative contractor. All of these projects have significant external funding. £304k of spend was for home loss and disturbance payments and acquisition costs for High Road West, which should not be counted as consultancy spend. The remainder (£136k) is for architect, legal and other contractor fees on capital projects.

- It should be noted that as part of the review of 18/19 spend, incorrect codings have been flagged and will be rectified with further training given to staff responsible for coding, as the majority of the spend above has been on areas that do not constitute consultancy spend.
- More details on the cost of the consultancy work that has been carried out on this proposal & information on how much other boroughs had been able to raise through similar outdoor advertising initiatives. The consultants have been carrying out a benchmarking study on this with findings expected to be available in January: Circulated separately
- More details on the overall Housing, Regeneration & Planning staffing budget; Circulated separately
- Wood Green Capital Budget: Circulated separately
- Strategic Investment Pot – Capital Budget: Circulated separately

Priority X

- Clarification on whether the capital spend on the IT and buildings upgrade was for buildings or for IT:
 - The Libraries IT and Building upgrade budget is specific to the library service and used to fund both building and IT infrastructure for that service. Hornsey Library is recorded as a separate line due to the substantial nature of that specific refurbishment project.
- Further information to be provided on raising revenues through libraries, and the radical ways of working programme:
 - These proposals are in development and final detail will be presented as future transformation business cases.

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EQUALITY IMPACT ASSESSMENT

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

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advancing equality of opportunity between those with a 'relevant protected characteristic' and those without one;
- Fostering good relations between those with a 'relevant protected characteristic' and those without one.

In addition, the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision-making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Charging for Managed Accounts
Service area	Commissioning
Officer completing assessment	Raj Darbhanga
Equalities/ HR Advisor	
Cabinet meeting date (if applicable)	
Director/Assistant Director	Charlotte Pomery

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- The proposal which is being assessed*
- The key stakeholders who may be affected by the policy or proposal*
- The decision-making route being taken*

Introduce charging administration fees for appointeeship

Adults have the right to manage their own financial affairs. However, this may be difficult for some individuals who due to lack of capacity, illness and or disability.

Where a person becomes unable to manage their own financial affairs and has not put into place a lasting power of attorney, the matter can be taken to the Department for Work and Pensions (DWP) and or Court of Protection to request a third party is put into place to support the individual.

The third party can be a friend, family member or an organisation (including the council as corporate appointee). Where the individual requiring this support only has only has DWP income, then an appointee can be appointed by the DWP.

Most local authorities provide a money management service for adult social care users who are unable to manage their own financial affairs. The council recognises the importance of supporting vulnerable adults to manage their finances and to protect them from potential or actual financial abuse.

The council currently only becomes DWP appointee or court appointed deputy for finances as a last resort where there is no other party (or suitable party due to safeguarding concerns) to undertake this role.

What is appointeeship:

A Department for Work and Pensions appointee is the person who is appointed by the DWP to manage an individual's DWP income.

The appointee responsibility includes making and maintaining any benefit claims, collecting payments and managing the money including the payment of bills.

Current Practice:

Currently the council does not charge administration fees for the management of appointeeship clients as it does for deputyship clients, where there are administration fees for managing client funds and assets.

The full set of deputyship charges for local authorities are set out by the Court of Protection (Practice Direction 19B Fixed Costs in the Court of Protection).

Proposal:

The Council is currently able to charge for court of protection clients based on legislative guidance issued by the Court of Protection. There is no national policy for governing charging for DWP appointeeship. Policy and charges are therefore subject to local Council decisions.

As the number of DWP clients increase, the council recognises the administrative costs of managing appointee client accounts is increasing and there is a need to off-set this increasing cost. As the level and type of service provided to appointeeship clients is similar to deputyship clients, the proposal is to introduce **annual administration fees** comparable with deputyship charges for appointeeship clients.

The proposed fees applicable from 01 April 2019 for DWP appointeeship clients is as follows:

It should be noted that the likely fee that will apply to all DWP appoint clients will be the Category II fee (see below) and the savings proposal of £70K is based on this fee only. It should also be noted that the fees are comparable with deputyship charges.

Category	Description	Fee Amount not exceeding
Category I	Work up to and including the date the DWP appoint the LBH council as the corporate appointee. This fee will <u>not</u> be applied to existing clients (unless they are converted to court of protection). This will be a one-off fee.	£745
Category II	Annual management fee where LBH acts as corporate appointee for DWP income/ Benefits (a) For the first year (b) For the second year and subsequent years Where the net savings of an individual are below £16,000 an annual management fee not exceeding 3.5% of the client's net assets on the anniversary of the DWP appointing the council as corporate appointee.	£745 £650
Category III	Annual management fee for property where the council is involved in the maintenance of the property. This will only be applied with agreement of client or family and service manager.	£300
Category IV	Preparation of appointee annual report. This will be optional and will only apply with agreement of client or family and service manager where requested.	£216

Where the appointeeship ends before the date the annual fees are due to be charged then pro rata fees will be calculated.

The above fees are based Practice Direction 19B Fixed Costs in the Court of Protection. The fees and charges are subject to change.

For existing clients as at 01 April 2019 (proposed implementation date):

1. For clients with savings over £16K and where the council has been DWP corporate appointee for over a year, the first (category II) fee to be applied at 01 June will be £650 and **not** £745. If the appointment has been for under a year, then a pro-rata fee will apply.
2. For DWP appointee clients who have less than £16K in savings and where the council has been DWP corporate appointee for over a year, the first annual management fee (category II) will be 3.5% of the savings held on 01 June 2019. If the appointment has been under a year, then a pro-rata fee will apply.

OR:

For existing DWP corporate appointee clients the category II fee will apply on the anniversary date the council was appointed DWP appointee.

What will this mean:

The proposal will impact on current corporate DWP appointee clients where the council manages their DWP income / benefits.

Consultation

This will be necessary if the proposal is to go ahead. Any consultation will need to involve the clients affected to ensure the introduction of administration charges does not have an adverse effect or impact on their wellbeing.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Sex	Mosaic data of service users	N/A
Gender Reassignment	Current data on service users does not breakdown by gender reassignment.	N/A
Age	Mosaic data of service users	N/A
Disability	Mosaic data of service users	N/A
Race & Ethnicity	Mosaic data of service users	N/A
Sexual Orientation	Current data on service users does not breakdown by sexual orientation.	N/A
Religion or Belief (or No Belief)	Current data on service users does not breakdown by religion or belief.	N/A
Pregnancy & Maternity	Current data on service users does not breakdown by pregnancy and maternity.	N/A
Marriage and Civil Partnership	Current data on service users does not breakdown by marriage and civil partnership.	N/A

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

See 5.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

A consultation will take place. This will be developed and involve current corporate DWP clients.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision-making process, and any modifications made?

N/A at this stage.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

Those affected will be either current or future service users of Adult Social care and where the council manages their DWP income.

1. Sex

As of 9 August 2018, of the 188 service users where the council manages their income through DWP Appointeeship, there were 101 (54%) male users and 87 (46%) female users.

This proposal will impact more on males and this is slightly disproportionate compared to the 3514 Adult Social Care Service Users of which 1881 (54%) were female and 1625 (46%) male.

However, compared to the overall Haringey data from the Haringey (2017 Greater London Authority projections), where 49% are female and 51% are male, the slightly 'more' impact on males is expected.

2. Gender reassignment

This data is not available.

3. Age

As of 9 August 2018, of the 188 service users where the council manages their DWP income, 129 are over 61+ (61%) and 59 (29%) are under 61 years of age.

The proposal will be felt across the age range under and 61+. However, it is expected that the impact will fall mostly on the 61+ as they are predominant in the people being provided with a service, of the 3514 Adult Social Care Users, 2038 (58%) are 61+.

4. Disability

Care and support is provided to vulnerable adults all of whom have a disability. Adults who receive this service and where their DWP income is managed by the council through DWP Appointeeship will be affected by this proposal.

5. Race and ethnicity

As of 09 August 2018, the ethnicity of the 188 service users is as follows:

Asian / Asian British	7	4%
Black / African / Caribbean / Black British	57	30%
Mixed / Multiple	2	1%
White	102	54%
Other Ethnic Group	9	5%
Unidentified	11	6%

The impact of this proposed change will impact across all ethnicity groups, however, there is likely to be great impact for the following groups: Black / African / Caribbean / Black British and White. This is expected as these groups are predominant in the people being provided the Appointeeship service and Adult Social Care. This also supported by the overall Haringey data from the Haringey (2017 Greater London Authority) projections.

6. Sexual orientation

Data is not collected in relation to the management of finances via DWP Appointeeship.

7. Religion or belief (or no belief)

Data is not collected in relation to the management of finances via DWP Appointeeship.

8. Pregnancy and maternity

Not available

9. Marriage and Civil Partnership

Not available

10. Groups that cross two or more equality strands e.g. young black women

Not available

Outline the overall impact of the policy for the Public Sector Equality Duty:

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?**

This includes:

- a) **Remove or minimise disadvantage suffered by persons protected under the Equality Act**
- b) **Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups**
- c) **Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low**
- **Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?**

Implementation of this proposal would affect current and future adult social care service users aged 18 and over where the council manages their benefit income through Department for Work and Pensions (DWP) Appointeeship.

The policy will continue to provide an equitable process for financial assessments and contributions based on affordability.

Analysis of previous changes to the contributions policy indicates that the proposed changes would impact on the protected characteristics of disability. This is also supported by the analysis above. This is expected given that the profile of those most likely to receive care and support from the Council.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	N
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
Potential impact on income for any resident affected.	All subject to individual assessment and engagement with individual on any potential impact.	Raj Darbhanga	From date of implementation and ongoing.

Please outline any areas you have identified where negative impacts will happen as a result of the proposal, but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

N/A

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

We will keep details of all individuals assessed for charging and monitor any impact.

7. Authorisation

EqlA approved by .



.....
(Assistant Director/ Director)

Date18th January
2019.....

8. Publication

Please ensure the completed EqlA is published in accordance with the Council's policy.

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

HMO Additional Licensing Scheme

- *The income generated in the initial years of the scheme will be accumulated within the Reserve movement, this will be utilised as part of the implementation and administration over the 5 year duration.*
- *The licensing schemes have to be cost neutral whereby the total licensing income does not exceed the expenditure over the 5 year duration. Any funding not used within this period would need to be refunded back to the landlords who have paid for a licence. However, any refund is highly unlikely as the council currently contributes towards the running of the HMO schemes.*
- *The funding of the additional staff and the income from licences has been included as part of the 5 year Medium Term Financial Strategy proposals for 2020/21. The council subsidy for running the HMO licencing schemes reduces from £465k in 2019/20 to £65k in 2020/21 releasing £400k of savings.*
- *The fees charged for the licensing schemes following the designation will alter from those currently Charged for additional HMO licensing and Mandatory HMO Licensing following court rulings. The fee charged will be set fee of £1100 (average cost for 5 bed let) as opposed to £208 per unit fee previously charged.*

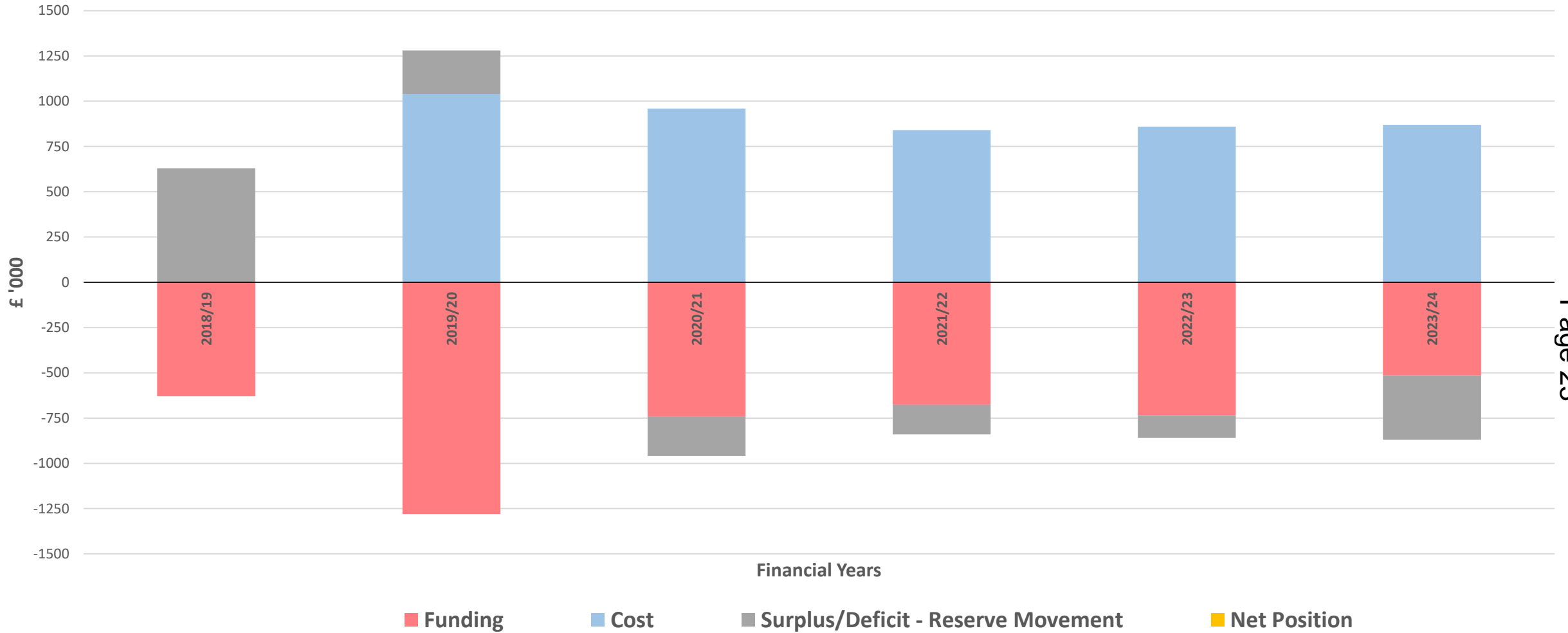
The fee will be taken in two stages. £500 at the application stage and a further £600 on the issuing of the licence.
- *Initially the cost of the scheme are higher, due to start-up costs, and then reduce in the subsequent year.*
- *Profiled Grant and Licensing fees income is higher within the first few years of the scheme due to the expected initial uptake, then decrease accordingly as the grant funding ends and the early up take of licensing wanes.*

HMO Additional Licensing Scheme - Financial Profiling

HMO Additional Licensing Scheme - Financial Profiling						
Financial Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	000	000	000	000	000	000
Funding	-630	-1280	-740	-675	-735	-515
Cost		1040	960	840	860	875
Surplus/Deficit - Reserve Movement	630	240	-220	-165	-125	-360
Net Position	0.00	0.00	0.00	0.00	0.00	0.00

Funding		Cost	
	£ '000		£ '000
Licensing Fees	-3,030	Cost of delivering scheme	4,575
Enforcement income (RRO & FPN)	-340		
Grant funding	-215		
18/19 Carry forward	-265		
General fund	-725		
	-4,575		

HMO Additional Licensing Scheme - Financial Profiling



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Scrutiny Committee Briefing

Wood Green Capital Budget

Team	Wood Green
Document Author	Beth Kay/Pippa Gueterbock
Sponsor / Senior Responsible Officer (SRO)	Helen Fisher
Corporate Priority / Directorate	Housing, Regeneration and Planning
Date	December 2018

1. Introduction

- 1.1. At the meeting of the Housing & Regeneration scrutiny panel on 17th December, the panel members requested further information about the capital budget figures for Wood Green to enable them to understand the rationale and intention behind the scheme.
- 1.2. In particular, the members wanted to understand how the figures for the allocations have been arrived at, what the source of the funds are (for example, when it is from an external source for a specific purpose), and what the proposals are intended to achieve. The following note is a response to this request.
- 1.3. The Wood Green Capital Budget figures discussed were as follows:

19/20 Budget	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	TOTAL
2,997	4,632	5,901	12,141	13,610	39,279

2. Background

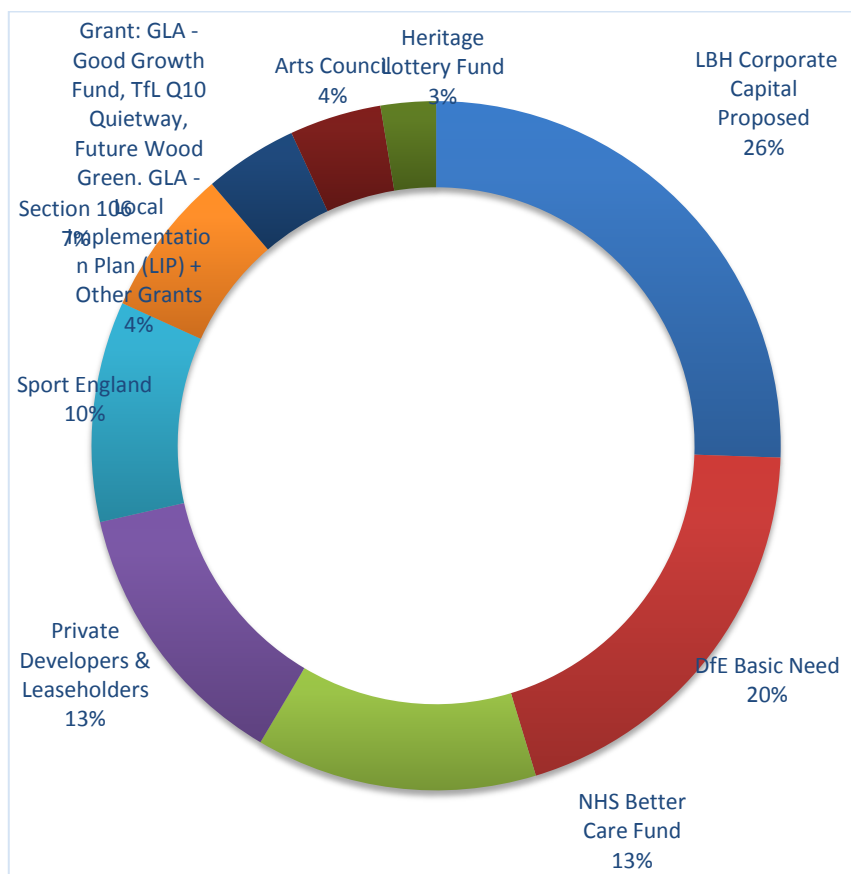
- 2.1. Haringey has been working with residents, businesses and stakeholders to develop a Strategic Regeneration Framework for Wood Green that will deliver over 6,000 homes and 4,000 jobs through the delivery of highly accessible well-designed places. The employment led regeneration of North London's only Metropolitan Centre will create opportunities on people's doorstep, deliver sustainable urban living and revitalise the town centre.
- 2.2. Wood Green is an Opportunity Area in the draft London Plan and a growth area in the Local Plan. The draft Wood Green Area Action Plan (the AAP) sets out the following set of objectives:
1. A bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs
 2. A well-connected, lively destination which draws people from Haringey and beyond
 3. 6,000+ new homes of varying rents and values in high quality, low carbon neighbourhoods
 4. Maximise opportunities for local residents through education, training, skills, employment
 5. Celebrate and build on Wood Green's heritage so people are proud of their diverse communities
 6. Secure investment in social and community infrastructure, including parks and a new library
 7. A place where new businesses will set up, existing ones will grow and people will be proud to live
 8. Make Wood Green a destination of choice, with a strong cultural offer both day and night
 9. An accessible urban environment with welcoming spaces where people will enjoy spending time

3. Wood Green Capital Programme

- 3.1. The Strategic Regeneration Framework provides a vision and set of objectives which brings together the council, residents, businesses and partners in a shared goal for the future of Wood Green, delivering over 6,000 homes and 4,000 jobs. Building strong communities means more than building good quality homes of all kinds but also good quality neighbourhoods with social and community infrastructure and supportive and connected communities.
- 3.2. A Wood Green Development Infrastructure and Investment Funding Study has been developed which sets out the projects and priorities for the short, medium and long term which are required. The capital cost of these projects is set out in a 20 year Wood Green Capital Forecast.
- 3.3. This budget is not allocated and has not been committed. Any capital budget spend decision will be undertaken through the council’s governance process leading to Cabinet, in order to undergo due scrutiny.

4. Sources of Funding

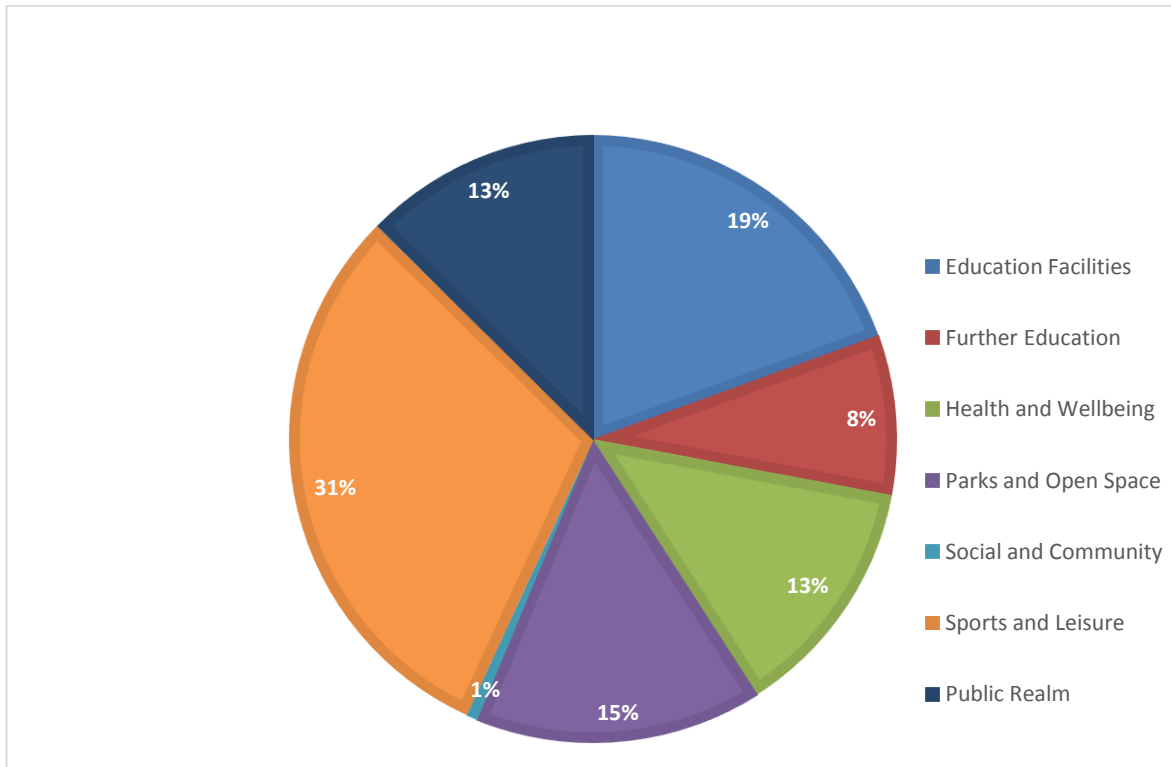
4.1. The Wood Green Capital Budget set out in 1.3 is an extract of the 20 year Wood Green Capital Forecast showing the first five year budget. Of the circa £40m budget, 75% is externally funded through the NHS, Department for Education, Developer contributions, Sport England, GLA/ TfL and other public sector organisations.



- 4.2. The majority of the external funding is forecast to be public sector funding, including NHS, DfES and Sport England, whilst around 20% is expected to be privately funded from developers, via S106 and other contributions.
- 4.3. In addition, many of the project proposals whose budgets have been forecasted are expected to be delivered by other external partners, therefore the risk and costs associated with delivery will be shared with them.

5. What Proposals Intend to Achieve

- 5.1. The indicative areas of capital budget spend which have been forecast, have been allocated to respond directly to existing identified deficiencies and the ambitions for the AAP as set out (in 2.2) above.
- 5.2. Capital projects to be delivered over the next five years include a Health Centre, 2FE Primary School extension, a public toilet, Leisure Centre, and extensive investment in open spaces and public realm in and around Wood Green.



Investment category	Amount
Education Facilities	£7.648m
Further Education	£3.333m
Health & Wellbeing	£5.100m
Parks and Open Spaces	£5.998m
Social and Community	£0.250m
Sports and Leisure	£12.000m
Public Realm	£4.950m
TOTAL	£39.279m

6. Conclusions

- 6.1. The Wood Green Capital Budget forecast was produced as a prudent allowance for financial resources, to allow for the delivery of key commitments set out in the AAP. It is anticipated that all capital budget expenditure which is implied through this forecast would be required to undergo scrutiny via Cabinet reporting as usual. Therefore members will have an opportunity to consider project budgets in detail once projects have been sufficiently developed.

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Scrutiny Committee Briefing

Strategic Investment Pot (SIP) Capital Budget

Document Author	David Lee
Sponsor / Senior Responsible Officer (SRO)	Peter O'Brien
Corporate Priority / Directorate	Housing, Regeneration and Planning
Date	January 2019

1. Introduction

- 1.1. At the December meeting of the Housing & Regeneration scrutiny panel the panel members requested further information about the Strategic Investment Pot (SIP).
- 1.2. In particular, the members wanted to understand how the figures for the allocations have been arrived at, what the source of the funds are (for example, when it is from an external source for a specific purpose), and what the proposals are intended to achieve. The following note is a response to this request.
- 1.3. The SIP capital budget figures were reported as follows:

19/20 Budget	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	TOTAL
1,750	1,400	2,650	0	0	5,800

2. Background

- 2.1. In January 2018, Cabinet agreed that the Council would participate in the London-wide Business Rates Retention Pilot for the financial year 2018/19. The London Pilot Pool is a joint and unanimously agreed one-year pilot between 32 London Boroughs, the Corporation of London and the GLA, which allows London to retain 100% of any growth. 15% of the net financial benefit of pooling will be reserved for the SIP.
- 2.2. The SIP allocates funding to Local Authorities in order to deliver projects that contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated.
- 2.3. In May 2018, as part of a competitive bidding process, Haringey Council submitted a joint bid with the London Boroughs of Enfield and Waltham Forest in order to secure funding from the SIP. This bid recognised that Tottenham's business base, the vast majority of which is made up of SMEs, has significant potential to expand, but is hampered by a number of barriers to growth. With a substantial demand for workspace in Tottenham, and a low vacancy rate, it is becoming increasingly difficult for businesses to access suitable premises. Businesses also struggle to secure up-front capital in order to invest in equipment and resource required for their growth.

3. SIP Projects

- 3.1. The grant funding secured through the SIP will be used to address these challenges through the following Tottenham-based projects:
- 3.1.1. A **Productive Valley Fund (PVF)**, building on the success of the Opportunity Investment Fund (OIF) and aimed at industrial estate-based businesses in the Upper Lea Valley. Led by Haringey and covering parts of Enfield and Waltham Forest, it will provide businesses with loan finance at favourable terms enabling them to invest in growing their business and increasing employment opportunities.
- 3.1.2. A **workspace intensification scheme** in the **South Tottenham Employment Area (STEA)**, which will develop local Council assets in order to provide a higher quantum of suitable workspace. This demonstrator project will help to provide confidence to developers and landlords that high density workspaces are able to present a viable and attractive market offer.
- 3.2. In addition, the Council participated in the Local London Partnership's bid to secure funding for improvements to local broadband and communications infrastructure in the Upper Lea Valley, in order to address known challenges and ensure that they do not impede local business growth.
- 3.3. A strengthened local employment and business portfolio brings an array of benefits, including: a larger quantum of local employment opportunities for local residents, higher business rates income and inward investment, and an improved local perception of the area as being supportive of small business entrepreneurship.

4. Funding balance

- 4.1. The **PVF project** also leverages in match funding from the three participating boroughs, and from loan recipients. Therefore, although the capital budget includes £3m for this project the total budget, including revenue match, totals £3.867m:

Funding	£
SIP Fund	£3M (including 10% M&A)
Match from boroughs (officer time in kind)	£162k (£18k p.a. x3 boroughs x3 years)
Match from loan recipients	£705k
Total Match	£867k
Total Budget	£3,867k

- 4.2. The **STEA project** will benefit from £2m of SIP funding. As intensification site(s) are not yet formally selected a current best estimate is noted in the capital programme, which will be refined as the project is developed further.
- 4.3. The **Broadband** programme totals £800k investment for premises within the borough; however, it is not yet confirmed whether this funding will be disbursed directly or whether this will come to the Council initially. For now, the capital programme includes this £800k.
- 4.4. Taken together, the SIP projects are profiled as follows in the capital programme:

Project	19/20 Budget	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	TOTAL
PVF	£800k	£1.1m	£1.1m	£0	£0	£3m
STEA	£150k	£300k	£1.55m	£0	£0	£2m
Broadband	£800k	£0	£0	£0	£0	£800k
TOTAL	£1.75m	£1.4m	£2.65m	£0	£0	£5.8m

London Borough of Haringey

MTFS: Strategic Property Unit

Progress Report on Outdoor Media – Billboard Advertising

1. The MTFS seeks to increase the income generated by the Council from advertising. Early in 2018 a review of income from advertising was undertaken. A list of advertising 'rights' was obtained from the gazetteer team to get an idea of the borough-wide advertising market. Currently, certain advertising rights are managed by the Communications Team eg: street screens and lamppost banners. The Comms. Team pay/paid for business rates on the assets as set out in legacy contracts. The Comms Team and SPU jointly developed a tender for digital street screens which was won by Clear Channel after a 25 year residency by JC Decaux. Clear Channel has just been invoiced £100,000 for a contract start-up fee.
2. The billboards listed in the commercial portfolio have reduced from a dozen or so to just one over the last ten years. This single asset attracts a fee of £2,500 pa. Another billboard in Station Road adjacent to the taxi office was removed in the last couple of years.
3. From a desk top review of commercial estates it was apparent that there have been or still are unregulated billboards on Council land that attract no income. For example, Garman Road has a large illuminated board with a JC Decaux label. It was anticipated that the commercial tenant had arranged and secured the agreement and a draft agreement was found that indicated that it would be agreed if the tenant paid over 50% of the income. It was not possible to establish if this agreement was implemented.
4. To develop a strategy to maximise Council income from unregulated income it was evident that specialist advice was required. A short list of consultants was prepared. After interview and examination of a scoping document and fee proposal, Out of Home Media Consultancy was appointed on the basis of a £10,000 fee to examine all available documentation, survey all potential sites for new opportunities and to identify potentially unauthorised sites.
5. The Out of Home Media consultant report has been submitted for review and queries arising have been returned for consideration of responses to be included in the final report due to be presented to the Council by end of January 2019.
6. The report suggests that major additional income may not be possible due to a downturn in the market and an emphasis on digital advertising eg: TfL contract for digital displays at bus stops. There are only a couple of potential sites for large digital billboards in the borough.
7. The draft report suggests income of £20,000 to £40,000 from regularisation of potentially unauthorised sites and £35,000 to £70,000 income from a relatively small number of high quality large format paper, vinyl and digital large screens. There needs to be a period of negotiation, planning consents and mobilisation to realise income in 2019-20 under MTFS.

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Capital Programme 2019/20 – 2023/24

The Council has a general fund (and housing revenue account) capital programme that is budgeted for in the same timeframe as the MTFS i.e. five years. Like the revenue budget, the capital programme is monitored via reports to priority boards and to Cabinet. Attached is an extract from the most recent budget monitoring report considered by Cabinet (quarter 2, December 2018) that deals with the capital programme.

The capital programme is composed of individual priority programmes (most of which have been previously agreed by Cabinet and Council as part of the 2018/19 budget setting process or earlier). Within those priority totals there will be schemes and within schemes there will be individual projects. For instance, Scheme 302 Borough Roads, will contain individual projects on individual roads.

The inclusion of a scheme within the capital programme is not necessarily permission to spend. Most schemes will be subject to the completion of a satisfactory business case that validates the high-level estimates contained within the programme. An integral part of a satisfactory business case will be an assessment of the risks that a project faces and once a project is agreed the review of the risk register is a standing item on the agenda for the project's governance.

The overall programme, and the estimates of its stated resource requirements, are used in the formulation of the Council's treasury management strategy.

General Fund Capital Programme by Priority

	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
	£m	£m	£m	£m	£m	£m
Children's	19.02	18.08	14.05	8.57	13.01	72.73
Adults	5.72	11.82	12.12	6.87	2.87	39.38
Environment	22.85	15.06	11.50	11.38	10.66	71.45
Regeneration & Housing	118.11	66.48	52.14	51.87	70.99	359.58
Housing GF	34.36	13.41	9.00	9.00	9.00	74.77
Housing HRA	-	-	-	-	-	-
Enabling	7.64	2.08	3.79	1.60	0.95	16.05
Total	207.69	126.92	102.59	89.28	107.47	633.96

The table below set outs how the general fund capital programme is financed.

General Fund Capital Programme Financing

		2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
		£m	£m	£m	£m	£m	£m
External Sources		74.33	27.48	28.70	24.67	45.29	200.47
Borrowing							
	Self-financing schemes	90.67	61.82	47.15	39.74	34.25	273.63
	Non self-financing schemes	42.69	37.62	26.74	24.87	27.93	159.85
Total		207.69	126.92	102.59	89.28	107.47	633.95

External resources can include grants and developer contributions.

The category of self-financing schemes are those schemes that are able to generate savings after allowing for the cost of the capital investment.

A commentary on the proposed new additions to the capital programme, as part of the MTFS process, by priority is set out in the following pages.

Priority 1 – Children’s Services

104	Early years		93	93	0	0	0	187
109	Youth Services		14	0	0	0	0	14
118	Education Estates		5,000	1,000	1,000	1,000	1,000	9,000
101	Primary Sch - repairs & maintenance		1,030	1,000	1,000	1,000	1,000	5,030
102	Primary Sch - mod & enhance (Inc SEN)		8,240	1,165	720	525	480	11,130
115	Fortismere Secondary School Development		400	10,050	10,050	5,400	10,000	35,900
Priority 1 - Children’s			19,022	18,078	14,051	8,566	13,011	72,729

There are two new schemes proposed for Children’s Services.

Scheme 115, Fortismere Secondary School Development. This scheme is a proposed redevelopment of the Fortismere Secondary School site. The scheme involves the demolition and re-provision of sub-standard education accommodation. There would be residential development on the site which would pay for the re-provision of the education accommodation. The budgetary assumption is that this scheme will be self-financing with no call on the Council’s general fund resources. A business case is being developed that would need approval before the scheme progressed.

Scheme 118, Education Estate. A strategic business case is being prepared for the whole of the education estate. As part of that business case preparation process surveys have been undertaken and they have identified urgent works that are required to be done now. It is likely that the scheme for these works will be combined with Scheme 102.

Priority 2 – Adult Services

Capital Programme 2019/20 - 2023/24		2019/20	2020/21	2021/22	2022/23	2023/24	Overall Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000
201	Aids, Adap's & Assistive Tech - Home Owners (DFG)	2,188	2,188	2,188	2,188	2,188	10,940
211	Community Alarm Service	177	177	177	177	177	885
216	Homelessness Hub	100					100
208	Supported Living Schemes	1,500	1,500	1,500	1,500	0	6,000
209	Assistive Technology	500	500	500	500	0	2,000
213	Canning Crescent Assisted Living	500	4,200	1,750	250		6,700
214	Osborne Grove Nursing Home	500	1,500	6,000	2,250	500	10,750
215	Hornsey Town Hall Supported Living	250	1,750				2,000
Priority 2 - Adults		5,715	11,815	12,115	6,865	2,865	39,375

There are seven new schemes proposed for this Adult Services.

Scheme 211, Community Alarm Service. As part of the review of the revenue budget, costs were identified in the service that should be a charge to capital rather than revenue. These relate to the cost of the installation of the alarms.

Scheme 216, Homelessness Hub. Due to the need to relocate the Homelessness Assessment Centre from Dial House, new premises have been found. The costs in the capital programme are the estimated costs of fitting out the new facility.

Scheme 208, Supported Living Schemes. The budget is an allowance within the capital programme to fund either property acquisitions or refurbishment to enable clients who need 1-2-1 assistance to live in accommodation collocated with other clients. This will enable the same or higher levels of service to be provided at a reduced cost. At this stage property addresses are not known. Any decision to proceed will be subject to the completion of a satisfactory business case. The budgetary assumption is that the scheme will be self-financing.

Scheme 209, Assistive Technology. This scheme is to provide technological solutions that enable people to live in their homes for longer rather than transferring to other forms of accommodation. Spending on this budget is subject to the completion of a satisfactory business case and the budgetary assumption is that it is self-financing.

Scheme 213, Canning Crescent Assisted Living. Cabinet has agreed to purchase this property (a former health service property) to create a 21 unit assisted living centre with drop in café. This was funded from the 2018/19 capital programme. The scheme has c£1m of NHS grant contribution. The spend in future years is to convert the facility into a 21 unit assisted living scheme with café and is subject to the completion of a satisfactory business case. The budgetary assumption is that it is self-financing.

Scheme 214, Osborne Grove Nursing Home. Currently a feasibility study is being undertaken. The outcome of the feasibility work will be reported to Cabinet and at that point a decision will be made. The 2019/20 budget for this scheme is to undertake detailed design of the chosen option from the feasibility study outcome. The budgetary assumption is that it will be self-financing.

Scheme 215, Hornsey Town Hall. This scheme is for the Council to purchase the S106 units within this development (the S106 is the obligation on the developer to provide social housing as part of their development). The scheme is supported by grant from the GLA. The budgetary assumption is that it will be self-financing.

Priority 3 – Environment & Neighbourhoods

Capital Programme 2019/20 - 2023/24		2019/20	2020/21	2021/22	2022/23	2023/24	Overall Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000
309	Local Implementation Plan(LIP)	2,500	2,500	2,500	2,500	2,500	12,500
310	Developer S106 / S278	750	750	750	750	750	3,750
301	Street Lighting	1,300	1,300	1,300	1,300	1,300	6,500
302	Borough Roads	4,189	3,689	3,689	3,689	3,689	18,945
303	Structures (Highways)	394	0	0	0	0	394
304	Flood Water Management	590	620	650	680	710	3,250
305	Borough Parking Plan	322	0	0	0	0	322
311	Parks Asset Management:	300	300	300	300	300	1,500
313	Active Life in Parks:	230	230	230	230	230	1,150
314	Parkland Walk Bridges	1,000	1,000	0	0	0	2,000
316	Asset Management of Council Buildings	4,323	1,995	650	330	382	7,680
322	Finsbury Park	600	600	600	600	600	3,000
307	CCTV	2,109	0	830	1,000	200	4,139
319	Bull Lane MUGA	2,520	1,080	0	0	0	3,600
323	Parking Strategy	1,000	1,000				2,000
325	Parks Vehicles	720					720
Priority 3 - Environment & Neighbourhoods		22,847	15,064	11,499	11,379	10,661	71,450

There are four new schemes proposed for Environment & Neighbourhoods.

Scheme 322, Finsbury Park. This scheme has been included within the Council's capital programme to formalise the recording of the expenditure.

Scheme 307, CCTV. This scheme has been enhanced to include expenditure in upgrading the CCTV infrastructure of the borough. The budgetary assumption is that it will be self-financing.

Scheme 323, Parking Strategy. The scheme will include expenditure on delivering the new parking strategy for the borough and will encompass works required to the infrastructure of the borough. The budgetary assumption is that it will be self-financing.

Scheme 325, Parks Vehicles. This is for the re-provision of parks vehicles. The scheme will result in revenue savings to offset the capital expenditure incurred.

Priority 4 – Growth & Employment

Capital Programme 2019/20 - 2023/24		2019/20	2020/21	2021/22	2022/23	2023/24	Overall Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000
421	HRW business acquisition	54,580	15,521	15,670	12,770	32,830	131,371
427	White Hart Lane Public Realm (LIP)	500	0	0	0	0	500
430	Wards Corner CPO	5,000	0	0	0	0	5,000
481	Strategic Investment Pot	1,750	1,400	2,650	0	0	5,800
434	Wood Green Regeneration	100	0	0	0	0	100
435	Wood Green Station Road	120	0	0	0	0	120
438	Vacant possession Civic Centre	72	0	0	0	0	72
444	Marsh Lane	821	9,323	4,700	266	0	15,110
447	Alexandra Palace - Maintenance	470	470	470	470	470	2,350
464	Bruce Castle	1,000	500	4,000	6,000	8,500	20,000
472	JLAC Match Fund	500	500	0	0	0	1,000
475	Tottenham Green Public Realm Scheme Phase 2	0	156	0	0	0	156
477	Strategic Regeneration & Community Assets	3,000	3,000	0	0	0	6,000
411	Tottenham High Rd & Bruce Grove Stn	150	0	0	0	0	150
474	Tottenham High Road Strategy	1,638	5,402	3,980	1,027	1,027	13,074
480	Wood Green Regen (2)	2,997	4,632	5,901	12,141	13,610	39,279
401	Tottenham Hale Green Space	4,990	5,946	900	2,680	600	15,116
402	Tottenham Hale Streets	9,017	7,683	5,097	1,363	450	23,609
429	Site Acq (Tott & Wood Green)	10,000	8,867	0	0	0	18,867
452	Low Carbon Zones	15	0	0	0	0	15
465	District Energy Network (DEN)	800	0	1,500	6,500	3,500	12,300
470	Wood Green HQ, Library & Customer Service Centre	950	2,400	6,000	8,400	10,000	27,750
482	Strategic Property	19,635	680	1,275	250		21,840
Priority 4 - Growth & Employment		118,105	66,480	52,142	51,866	70,987	359,580

There are 5 new or expanded schemes proposed for Growth & Employment

Scheme 481, Strategic Investment Pot. The Council has been successful in bidding to this pot. At the moment the Council has received £3m of grant funding for the Productive Lea Valley (which provides loans and other assistance to businesses) and £2m for a workspace intensification scheme in Tottenham. The £0.8m balance is for a broadband project. This scheme is 100% externally financed.

Scheme 477, Strategic Regeneration & Community Assets. This budget is to enable the Council to respond swiftly to new initiatives in the arena of strategic regeneration and community assets. There are at this stage no firm expenditure plans. Any expenditure will be funded from the Council's own resources.

Scheme 474, Tottenham High Road Strategy. This scheme is composed of a range of projects, with the first one being the Enterprising High Road Project. This project has attracted GLA funding of £2m. The budgetary assumption is that the strategy will require the Council to use its own resources for part of the cost (approximately 70%). However, there are likely to be contributions to Council resources through higher levels of business rates and an uplift in rental rates for Council properties if the strategy is successful.

Scheme 480, Wood Green Regeneration. This scheme is composed of a range of projects with a range of funding streams which are being developed. The budgetary assumption is that the Council

will fund approximately 60% of the cost but like the Tottenham High Road Strategy there could be consequential financial positives for the Council.

Scheme 482, Strategic Property. This scheme has budget allowances for investments in the commercial property portfolio to increase rental yields and for the acquisition of a number of properties. Most of the budget relates to the acquisition of properties and as such are commercially confidential.

Priority 5 Homes & Communities

Capital Programme 2019/20 - 2023/24		2019/20	2020/21	2021/22	2022/23	2023/24	Overall Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000
506	TA Property Acquisitions Scheme	3,000	0	0	0	0	3,000
509	CPO - Empty Homes	650	1,000	1,000	1,000	1,000	4,650
510	Temporary Accommodation Acquisition Programme	25,000	4,409	0	0	0	29,409
512	Wholly Owned Company	5,000	8,000	8,000	8,000	8,000	37,000
513	54 Muswell Hill Flats	712		0			712
Priority 5 - Homes & Communities		34,362	13,409	9,000	9,000	9,000	74,771

There are two new schemes proposed for Homes & Communities

Scheme 512, The Wholly Owned Company (WOC). This scheme was designed to facilitate the building of Council houses through utilising Council land, building the land out and then cross subsidising social rented properties through sales of properties as there was insufficient financial capacity within the Council's housing revenue account (HRA) to create the required number of social rented properties. However, in October 2018 the government lifted the cap on the ability of HRA's to borrow and this will impact on the scale of the WOC's activities. The budgetary assumption is that there is still a role for the WOC in the Council's housing strategy and that the scheme is self-financing.

Scheme 513, Muswell Hill Flats. This scheme is to fit out 6 flats at 54 Muswell Hill as shared ownership properties. The budgetary assumption is that the scheme will make a positive contribution.

Priority X Enabling

Capital Programme 2019/20 - 2023/24		2019/20	2020/21	2021/22	2022/23	2023/24	Overall Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000
604	Continuous Improvement	950	950	950	950	950	4,750
606	Hornsey Library Refurbishment	1,382	0	0	0	0	1,382
621	Libraries IT and Buildings upgrade	1,056	25	85	0	0	1,166
698	Responsiveness Fund	2,000	0	0	0	0	2,000
699	P6 - Approved Capital Programme Contingency	1,500	0	0	0	0	1,500
607	Financial Management System Replacement	0	350	2,000	650		3,000
622	FOBO Programme	500	500	500	0	0	1,500
639	Ways of Working	250	250	250	0	0	750
Priority 6 - Enabling		7,638	2,075	3,785	1,600	950	16,048

There are three new schemes proposed for Enabling

Scheme 607, Financial Management System. This scheme is to provide for a new financial management system. Scoping and other work is underway to prepare the business case to support the expenditure. It is anticipated that the investment will pay for itself through further revenue budget reductions.

Scheme 622, FOBO. The acronym stands for Front Office Back Office and is a transformational programme to radically change the way in which the Council works. This budget is to fund the creation of any physical assets needed to deliver on the FOBO agenda such as new digital platforms. This scheme is assumed to be self-financing.

Scheme 639, Ways of Working. This scheme provides funding for alterations to existing Council assets to enable the Council to reduce its office footprint. This scheme is assumed to be self-financing.

Extract from Q2 budget monitoring report Cabinet December 2018

9. Capital Expenditure Forecast at Quarter 2

Table 5 – Capital Expenditure (Quarter 2)

Priority	2018/19 Revised Budget	2018/19 Q.2 Forecast Outturn	2018/19 Q.2 Forecast Variance	Movement in Forecast Outturn (Q2 vs Q1)
	£'000	£'000	£'000	£'000
Priority 1 - Children's	11,390	7,329	(4,061)	1,476
Priority 2 - Adults	8,122	7,622	(500)	3,736
Priority 3 - Safe & Sustainable Places	22,372	17,933	(4,438)	(1,469)
Priority 4 - Growth & Employment	62,647	39,858	(22,789)	(18,237)
Priority 5 - Homes & Communities	37,425	27,561	(9,864)	(6,663)
Priority 6 - Enabling	18,942	6,181	(12,761)	(629)
General Fund Total	160,897	106,485	(54,412)	(21,787)
HRA Priority 5 - Homes & Communities	68,254	67,547	(707)	2,989
Total	229,151	174,032	(55,119)	(18,798)

9.1. At Quarter 2 the capital programme is forecasting an under spend of £55.1m. Overall the budget has increased by £1m however, the forecast outturn has deteriorated by £18.798m. Details of the main movements are outlined below.

9.2. Priority 1 is showing an improvement of £1.5m in its projected outturn. This is due to the continuing programme of school essential capital maintenance works that need to be undertaken as soon as possible. There has been no change to the budget.

9.3. Priority 2 is projecting a significant improvement of £3.746m in its projected outturn. This relates to the decision taken by Cabinet in October 2018 to acquire Canning Crescent. The budget for P2 has increased by £3.7m which is a combination of the budget from the acquisition of Canning Crescent and the incorporation of a NHS England grant of £0.65m into the budget for the adaptation of Linden House.

9.4. Priority 3 is projecting a deterioration in its outturn of £1.469m when compared to Q1. This is due to the Parkland Walk Bridges scheme revising its outturn downwards by £1.3m, the Asset Management of Council Buildings forecasting a reduced outturn of £1.3m and the re-profiling of the Bull Lane & Down Lane MUGA projects into next year (£1.12m). These have been offset by improved outturn projections for the Borough Parking Plan, £0.5m, and the LIP, £1.3m. The budget has increased by £2.272m which includes an increase of £1.3m of LIP funding, an increase in the Borough Parking Plan budget of £0.5m, additional capital resources applied to Highways Maintenance and Street Lighting of £250k and the incorporation of capital works to Finsbury Park of £0.85m offset by the re-profiling of the Bull Lane MUGA scheme of £0.72m.

9.5. Priority 4 is projecting a deterioration in its projected outturn position of £18.3m when compared to Q1. The most significant changes relate to the two Tottenham Hale regeneration schemes which between them account for £12.8m of the reduction and the proposed deletion of the

SDP acquisitions and receipt budget as these have been accounted for within the two substantive Tottenham Hale regeneration schemes. The other movements in the projected outturn relate to the strategic acquisitions budget where the budget has been transferred to P2 to fund the acquisition of Canning crescent and to P5 to fund the acquisition of property on Woodside Avenue. The overall budget has been reduced by £6.43m which is largely accounted for by the transfers to other priorities of budget to fund acquisitions, offset by an allocation from the contingency of £1.1m to fund works to 54 Muswell Hill to create a health centre/GP practice facility and an allocation to the Woodside House scheme of £0.45m to reflect an overspend on the project.

9.6. Priority 5 (GF) is projecting a deterioration in its outturn position of £6.67m. This is largely due to a revision of spend on acquiring properties for temporary accommodation. The budget has increased by £3.2m primarily the transfer of budget from P4 to fund acquisitions and the incorporation of flexible housing support grant to support the creation of the housing company and the community benefits society.

9.7. Priority 5 (HRA) is projecting an improved outturn position of £2.9m. This primarily relates to increased forecast spend on capital maintenance of £2.5m and additional forecast spend of £0.3m on new build.

9.8. Priority 6 is projecting a small increase in its outturn position (once the contingency is excluded from the projection) due to increased spend on the Hornsey Library refurbishment project and the Libraries IT and Building Upgrade project.

Savings Analysis 2019-20

	2018/19 Total Savings Target*	Savings Written Off in MTFS (2019/20) **	2018/19 Net Remaining Savings to be delivered	2019/20 Pre-Agreed Savings
	£'000	£'000	£'000	£'000
Priority 1 - Children Services	4,605	4,516	89	0
Priority 2 - Adults Services	5,290	2,900	2,390	2,390
Priority 3 - Environment & Neighbourhood Services	1,735	0	1,735	150
Priority 4 - Regeneration & Growth	300	0	300	0
Priority 5 - Housing Services	50	0	50	120
Priority X - Corporate Services	519	0	519	2,650
Council Wide	3,216	2,404	812	750
Total	15,715	9,820	5,895	6,060

* £9.3m unachieved 2017/18 savings + £6.5m 2018/19

** approved in Dec 2018 Cabinet

*** released for consultation in Dec 2018 Cabinet

2019/20 (New) MTFS Savings ***	2019/20 Total Savings	2020-21 Total Savings	2021-22 Total Savings	2022-23 Total Savings	2023/24 Total Savings	Total (All Years)
£'000	£'000	£'000	£'000	£'000	£'000	£'000
1,602	1,602	401	90	0	0	2,093
2,000	4,390	4,039	3,185	3,270	100	14,984
1,665	1,815	1,565	600	70	70	4,120
410	410	15	0	0	0	425
1,070	1,190	708	573	0	0	2,471
319	2,969	1,505	25	6	6	4,511
0	750	0	0	0	0	750
7,066	13,126	8,233	4,473	3,346	176	29,354

Ref	Proposal	2018/19 Total Savings	Savings Written Off in MTFS (2019/20) £'000	Savings to be delivered in (2018-19) £'000	Pre-Agreed Savings (2019/20) £'000	2019/20 (New) MTFS Savings £'000	2019/20 Total Savings £'000	2020-21 Total Savings £'000	2021-22 Total Savings £'000	2022-23 Total Savings £'000	2023/24 Total Savings £'000	Total (All Years) £'000
P1 - Childrens												
A1.1	Service Redesign & Workforce	450	450	-	-	-	-	-	-	-	-	-
A1.2	Early Help & Targeted Response	162	162	-	-	-	-	-	-	-	-	-
A1.3	Family Group Conferencing	300	300	-	-	-	-	-	-	-	-	-
A1.4	Family Based Placements	275	275	-	-	-	-	-	-	-	-	-
A1.5	Care Leavers - Semi Independent Living	100	100	-	-	-	-	-	-	-	-	-
A1.6	Adoption and Special Guardianship Order payments	298	298	-	-	-	-	-	-	-	-	-
A1.7	Supported Housing	600	600	-	-	-	-	-	-	-	-	-
A1.8	New Model of Care	1,000	1,000	-	-	-	-	-	-	-	-	-
A1.9	SEND Restructure	134	84	50	-	-	-	-	-	-	-	-
1.1	Early Years - remodel Childrens Centres and wider service	150	150	-	-	-	-	-	-	-	-	-
1.2	Pendarren	220	220	-	-	-	-	-	-	-	-	-
1.3	Services to Schools	148	148	-	-	-	-	-	-	-	-	-
1.4	Restructure in DCT (Family Link)	120	90	30	-	-	-	-	-	-	-	-
1.5	Self funded Education Psychology Service	350	350	-	-	-	-	-	-	-	-	-
1.6	Respite Officer recommissioning through Haselmere Respite Centre	168	159	9	-	-	-	-	-	-	-	-
1.7	Unidentified - Respite/ 0-25 Service	130	130	-	-	-	-	-	-	-	-	-
PC1	Reduce the number of agency staff	-	-	-	-	196	196	61	-	-	-	257
PC2	Reduce operational costs	-	-	-	-	347	347	250	-	-	-	597
PC3	Reduce the costs of placements	-	-	-	-	746	746	90	90	-	-	926
PC4	Safeguarding and Social Care and Early intervention and preventing demand	-	-	-	-	290	290	-	-	-	-	290
PC5	Increase income generation	-	-	-	-	23	23	-	-	-	-	23
	Total	4,605	4,516	89	-	1,602	1,602	401	90	-	-	2,093

Ref	Proposal	2018/19 Total Savings	Savings Written Off in MTFS (2019/20) £'000	Savings to be delivered in (2018-19) £'000	Pre-Agreed Savings (2019/20) £'000	2019/20 (New) MTFS Savings £'000	2019/20 Total Savings £'000	2020-21 Total Savings £'000	2021-22 Total Savings £'000	2022-23 Total Savings £'000	2023/24 Total Savings £'000	Total (All Years) £'000
P2 - Adults												
A2.1	Supported Housing Review	466	466	-	-	-	-	-	-	-	-	-
A2.2	Osborne Grove	-	-	-	-	-	-	-	-	-	-	-
A2.3	Fees and charges review	155	155	-	-	-	-	-	-	-	-	-
A2.4	Technology Improvement	750	750	-	-	-	-	-	-	-	-	-
A2.5	Market efficiencies	663	663	-	-	-	-	-	-	-	-	-
A2.6	Promoting Independence Reviews	866	866	-	-	-	-	-	-	-	-	-
B2.7	Haringey Learning Disability Partnership	1,140	-	1,140	1,140	-	1,140	1,430	1,430	1,430	-	5,430
B2.8	Mental Health	390	-	390	390	-	390	490	490	490	-	1,860
B2.9	Physical Support	860	-	860	860	-	860	1,070	1,070	1,070	-	4,070
PA1	Charging for Managed Accounts	-	-	-	-	120	120	-	-	-	-	120
PA2	Fast tracking financial assessments	-	-	-	-	140	140	-	-	-	-	140
PA3	Capitalisation of CAS	-	-	-	-	177	177	-	-	-	-	177
PA4	Housing Related support	-	-	-	-	600	600	-	-	-	-	600
PA5	In-House Negotiator	-	-	-	-	116	116	344	-	-	-	460
PA6	Transfer of High Cost Day Opps	-	-	-	-	-	-	525	15	-	-	540
PA7	Public Health (Sexual Health)	-	-	-	-	267	267	-	-	-	-	267
PA8	Investment of drug and alcohol savings in preventative services for adults and families, targeting health inequalities	-	-	-	-	400	400	-	-	100	100	600
PA9	Further savings to be delivered by Adults Services	-	-	-	-	180	180	180	180	180	-	720
	Total	5,290	2,900	2,390	2,390	2,000	4,390	4,039	3,185	3,270	100	14,984

Ref	Proposal	2018/19 Total Savings	Savings Written Off in MTFS (2019/20) £'000	Savings to be delivered in (2018-19) £'000	Pre-Agreed Savings (2019/20) £'000	2019/20 (New) MTFS Savings £'000	2019/20 Total Savings £'000	2020-21 Total Savings £'000	2021-22 Total Savings £'000	2022-23 Total Savings £'000	2023/24 Total Savings £'000	Total (All Years) £'000
P3 - Cleaner and Safer												
A3.1	Charge Green Waste - income generation	375	-	375	-	-	-	-	-	-	-	-
A3.2	Charging for Bulky Household Waste	100	-	100	-	-	-	-	-	-	-	-
A3.3	Charging for Replacement Wheelie Bins	50	-	50	-	-	-	-	-	-	-	-
A3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	-	50	-	-	-	-	-	-	-	-
A3.5	Flats Above Shops -Provision of bags - Service reduction	-	-	-	-	-	-	-	-	-	-	-
A3.6	Reduce Outreach/ Education team - Service reduction	65	-	65	-	-	-	-	-	-	-	-
A3.7	Closure of Park View Road R&R - Service reduction	115	-	115	-	-	-	-	-	-	-	-
A3.8	Veolia Operational Efficiencies	-	-	-	-	-	-	-	-	-	-	-
A3.9	Rationalisation of Parking Visitor Permits	225	-	225	-	-	-	-	-	-	-	-
A3.10	Parking Enforcement - new operating model	-	-	-	-	-	-	-	-	-	-	-
A3.11	Relocation of Parking/CCTV processes and appeals	380	-	380	-	-	-	-	-	-	-	-
A3.12	Move to Cashless Parking	75	-	75	-	-	-	-	-	-	-	-
A3.13	Move to Online Parking Permit Applications & Visitor Permits	-	-	-	50	-	50	-	-	-	-	50
A3.14	Parking New IT Platform	-	-	-	100	-	100	-	-	-	-	100
A3.15	Increase in CO2 Parking Permit Charge	300	-	300	-	-	-	-	-	-	-	-
PL1	Additional HMO Licensing Scheme for HMO	-	-	-	-	-	-	400	-	-	-	400
PL2	Review and Extension of CPZ coverage	-	-	-	-	500	500	-	-	-	-	500
PL3	Waste, CS & Enforcement: Efficiency Savings on Veolia Contract	-	-	-	-	100	100	-	-	-	-	100
PL4	Increase in Moving Traffic Enforcement	-	-	-	-	260	260	40	-	-	-	300
PL5	Healthmatic Toilets	-	-	-	-	30	30	-	-	-	-	30
PL6	Extending parking enforcement	-	-	-	-	350	350	-	-	-	-	350
PL7	Litter Enforcement	-	-	-	-	-	-	100	-	-	-	100
PL8	Soft FM Efficiency	-	-	-	-	25	25	25	50	-	-	100
PL9	Leisure centre concessions	-	-	-	-	-	-	-	50	70	70	190
PL10	London Construction Programme Revenue	-	-	-	-	200	200	-	-	-	-	200
PL11	Flexible Police Resourcing	-	-	-	-	200	200	-	-	-	-	200
PL12	Waste Service Programme	-	-	-	-	-	-	500	-	-	-	500
PL13	Parking Transformation Programme	-	-	-	-	-	-	500	500	-	-	1,000
	Total	1,735	-	1,735	150	1,665	1,815	1,565	600	70	70	4,120

Ref	Proposal	2018/19 Total Savings	Savings Written Off in MTFS (2019/20) £'000	Savings to be delivered in (2018-19) £'000	Pre-Agreed Savings (2019/20) £'000	2019/20 (New) MTFS Savings £'000	2019/20 Total Savings £'000	2020-21 Total Savings £'000	2021-22 Total Savings £'000	2022-23 Total Savings £'000	2023/24 Total Savings £'000	Total (All Years) £'000
P4 - Growth & Employment												
A4.3	Corporate projects - Transfer of functions to HDV	250	-	250	-	-	-	-	-	-	-	-
B4.1	Tottenham Regeneration programme	50	-	50	-	-	-	-	-	-	-	-
EC1	Carbon Management	-	-	-	-	60	60	-	-	-	-	60
EC2	Reduction in consultancy budget	-	-	-	-	75	75	-	-	-	-	75
EC3	Deletion of senior post	-	-	-	-	225	225	-	-	-	-	225
EC4	Tackling uncrystallised debt	-	-	-	-	50	50	-	-	-	-	50
EC5	Outdoor media advertising	-	-	-	-	-	-	15	-	-	-	15
	Total	300	-	300	-	410	410	15	-	-	-	425
P5 - Housing & HRA												
B5.1	Housing	50	-	50	120	-	120	-	-	-	-	120
HO1	Temporary accommodation reduction plan	-	-	-	-	920	920	708	573	-	-	2,201
EC6	Explore opportunities to capitalise development team costs	-	-	-	-	150	150	-	-	-	-	150
	Total	50	-	50	120	1,070	1,190	708	573	-	-	2,471
PX - Enabling												
A6.1	Legal Services - Reduction in staffing and other related expenditure	-	-	-	150	-	150	-	-	-	-	150
A6.2	Audit and Risk Management - reduction in cost on the external audit contract	-	-	-	-	-	-	-	20	-	-	20
A6.3	Democratic Services - reduction in staffing	-	-	-	-	-	-	-	-	-	-	-
A6.4	Shared Service Centre Business Support - reduction in staffing	-	-	-	-	-	-	-	-	-	-	-
A6.5	Shared Service Centre - new delivery model for shared services	250	-	250	1,500	-	1,500	1,500	-	-	-	3,000
A6.6	Reduce Opening Hours in our six branch libraries to 36 hours per week	-	-	-	-	-	-	-	-	-	-	-
A6.7	Shared Service Offer for Customer Services	-	-	-	1,000	-	1,000	-	-	-	-	1,000
A6.10	Translation and Interpreting Service - new contract	-	-	-	-	-	-	-	-	-	-	-
A6.11	Closure of internal Print Room	51	-	51	-	-	-	-	-	-	-	-
A6.12	Communications - reduction in staffing	53	-	53	-	-	-	-	-	-	-	-
A6.13	Income generation – Advertising and Sponsorship	-	-	-	-	-	-	-	-	-	-	-
A6.14	Professional Development Centre	-	-	-	-	-	-	-	-	-	-	-
A6.15	Insurance	48	-	48	-	-	-	-	-	-	-	-
A6.16	Accounts Payable	117	-	117	-	-	-	-	-	-	-	-
YC1	Out of home advertising income generation	-	-	-	-	129	129	5	5	6	6	151
YC2	Remove ward budgets	-	-	-	-	190	190	-	-	-	-	190
	Total	519	-	519	2,650	319	2,969	1,505	25	6	6	4,511

Proposed Revenue Savings Proposals - Summary

-1

Ref	Proposal	2018/19 Total Savings	Savings Written Off in MTFS (2019/20) £'000	Savings to be delivered in (2018-19) £'000	Pre-Agreed Savings (2019/20) £'000	2019/20 (New) MTFS Savings £'000	2019/20 Total Savings £'000	2020-21 Total Savings £'000	2021-22 Total Savings £'000	2022-23 Total Savings £'000	2023/24 Total Savings £'000	Total (All Years) £'000
Council Wide Savings												
A6.8	Senior Management Savings	226	-	226	-	-	-	-	-	-	-	-
A6.9	Alexandra House - Decant	250	-	250	750	-	750	-	-	-	-	750
	Professional Development Centre	136	-	136	-	-	-	-	-	-	-	-
	Voluntary Severance Savings	1,204	1,204	-	-	-	-	-	-	-	-	-
	BIP Commercial/ Organisation Wide: Barry Phelps	700	700	-	-	-	-	-	-	-	-	-
	Bad Debt Provision - Finance restruture element	200	-	200	-	-	-	-	-	-	-	-
	Bad Debt Provision - Debt management element	500	500	-	-	-	-	-	-	-	-	-
	Council Wide SavingsTotal	3,216	2,404	812	750	-	750	-	-	-	-	750
	Overall Total	15,715	9,820	5,895	6,060	7,066	13,126	8,233	4,473	3,346	176	29,354

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