

Detailed pro-formas for individual budget reduction proposals-Background papers

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The assumptions for the proposed saving are that approximately 50% of the acquisitions could proceed as some landlords will not want to sell even at enhanced values that could still be justified by future savings.
 It will take time to agree the purchase price with some landlords and a start to negotiation cannot commence until Cabinet approval is obtained.
 It is therefore assumed that in year 2020/21, approximately 50% of the acquisitions that are likely to proceed will be delivered so that savings can be obtained.
 Savings will increase year on year as rent reviews are undertaken to increase the rent to tenants.
 Rent reviews are normally arranged at five yearly cycles so the predicted passing rent is difficult to predict so the anticipated future rent receivable is spread evenly across the five year period.
 The financial modelling ignores inflation but this is the most significant saving.
 Capital borrowing is modelled on a fifty year loan with flat line repayment of capital and interest payable from revenue.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Phase 1: May/June 2019. Review of lease documents, commercial review of landlords, due diligence/title search, prioritisation of head lease negotiations, appraisal of the capital cost and benefit of prioritised properties, budget setting with corporate finance. This will be carried out by current MTFS agency staff within Strategic Property Unit and supported by commercial appraisals by Carter Jonas as part of the existing commercial review appointment. Completed.

Phase 2: January-May 2020: Approaches to landlords.

Phase 3: April 2020 onward: Acquisition programme.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Tenants will no longer have a confusing landlord model with the Council and the owner of the head lease. The Council will have unfettered access to its buildings so be able to redevelop run down estates to secure more suitable accommodation that promotes economic growth and secures additional rental income.

Negative Impacts

N/A

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Lower management resource requirements as Council becomes the 'sole landlord' with no head lessee to deal with.

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

Strengthens the Council's control in managing the estates.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Owner unwilling to sell/abortive fees	L	M	Early approaches to head lessees

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Split across Northumberland Park and High Road West budgets to be determined.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

2

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

No consultation would be required. Proposal would require budget holders in North Tottenham area to set out eligible activities, and for an increased HRA recharge to be agreed.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

None - activities not to be reduced as funding will be provided via the HRA.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

Potential for reduced ability to obtain external grant funding due to a lack of match funding as general fund revenue decreases.

Potential for reduced capacity for non-HRA rechargeable activities in HRW and Northumberland Park.

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Overspend on reduced budgets	M	M	

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The proposal is to apply for HRA funding through the standard procedure, for a total allocation of £100k per year, resulting in equal savings from general fund revenue each year.

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>3</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>N/A</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2020</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>No</p>		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

No consultation would be required. Implementation requires approval from the Director of Finance and agreement with Housing colleagues.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

None - no reduction in activities

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lack of eligible costs	M	L	Identify workstreams and eligible costs early on; these are already being undertaken as of 19/20
Housing delivery budgets over-allocated	H	M	Close working with Housing colleagues
Tight spend deadlines	H	H	To be discussed with Finance and Housing Colleagues

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The savings would be achieved through increase capitalisation, at a rate of £75k per year, against eligible revenue spend.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?			

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

No consultation would be required. Implementation requires approval from Finance colleagues on the relevant Capital bid.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

None - no reduction in activities

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lack of eligible costs	M	L	Identify workstreams and eligible costs early on; these are already being undertaken as of 19/20

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	Yes
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The proposal is to apply further capital funding streams to realise a sustainable yearly savings in LBH revenue costs; however until the Tottenham Hale capital bid is confirmed this cannot be achieved.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

2

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?			

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

No consultation would be required. New capital funding sources could be required.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

Potential for reduced ability to obtain new external funding due to a lack of match funding.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lack of eligible costs	H	H	Capitalisation already high; areas delivering capital projects approaching maximum proportions
Lack of capital codes with capacity to shoulder costs	H	H	Identifying capitalisation already required is challenging as capital projects must be delivered within budgets
Cumulative risk with other savings proposals	H	M	Some activities must be revenue-funded, and this proposal could create complications

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The proposal is for an increased HRA recharge to Regeneration budgets each year, creating an equal savings to general fund revenue.

Until the HRA review is completed, and unless an increase allocation to Regeneration is agreed, these savings cannot be achieved.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

2

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?			

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

No consultation would be required. Housing colleagues would need to agree the increased allocation of HRA funding.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

None - no reduction in activities

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lack of eligible costs	M	L	There are readily apparent HRA-eligible areas of spend currently
HRA under pressure / over-subscribed	H	M	The Council is already embarking on a direct delivery programme requiring significant amounts of HRA

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

No additional investment is required. The saving has been generated by streamlining costs charged to current budgets.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

5

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	11/02/2019	Est. completion date for implementation DD/MM/YY	01/08/2019
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Y - implemented July 2019		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The appropriate processes were followed in relation to the restructure and has been successfully implemented.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

The implementation of the restructure should not directly impact customers, however the new management structure will allow the Borough Plan objectives to be fully supported and achieved.

Negative Impacts

None

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

The agreed structure better aligns responsibilities to achieve maximum efficiency and eliminate duplication while recognising the need to build a confident and stable approach to Housing, Regeneration and Planning, especially in light of the new Borough Plan priorities. It will also allow the Council to achieve a simpler, more transparent structure based on equivalent and comparable senior positions whilst ensuring that the best use is made of all the skills available to the Council. This will be positive for staff and external stakeholders.

Negative Impacts

None anticipated.

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Permanent appointments are not made, leading to additional cost of interims	M	L	Recruitment processes is progressing within agreed timescales

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

This proposal comprises an opportunity to achieve new income potential by securing rental payments from outdoor media companies:

1. The additional income would be generated by agreeing to 3 no. firm offers from advertising agents a 50% expectation of 2 no. further offers and a 50% expectation of planning consent to a firm offer from 2 no. companies to fix an advertising wrap on one of the main office buildings.
2. 2 no. other advertising agents are discussing potential locations and a regularisation of advertising billboards on council land are being investigated
3. We would thus offer up and expected £100,000 income to be set against the ongoing budget deficit of the SPU team.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

4

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/07/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

No additional resources would be required to implement this proposal. It is the consequence of previously invested time by staff and the outcome of a consultants review of the outdoor media potential undertaken last year.

The implementation phase is from July 2020 to March 2021.

Success will be measured by achieving signed licences with the projected income target met.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

N/A

Negative Impacts

N/A

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

N/A

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Planning consent	M	M	Mitigate risk by early discussion with planning team and agreement to work to civic benefit.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

This proposal comprises an opportunity to achieve new income potential by continuing the process of tackling the uncrystallised debt and ongoing rent review and lease renewal events in the commercial portfolio:

Proposal: It is anticipated that by 31st March 2020 the backlog of rent review and lease renewal settlements will have been achieved together with any windfall gains from catch up rent. The need for an additional agency valuer to handle this work will not be required and the ongoing work can be addressed through the existing staff establishment in the Strategic Property Team. Given the ongoing rent review and lease renewal events due in 2020/21 we estimate an increase in net rental income of £100k per annum during that financial year.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	4
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The cost of implementing this will be absorbed within the current resources, as agency staff have already been retained and no additional resources would be required.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Agreement of rent reviews and lease renewals can give rise to issues of tenant affordability, which can be resolved through good communication and dialogue with tenants and in some cases agreement of stepped rents or payment plans

Negative Impacts

N/A

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

As above, and in the case of community centre tenants any sensitivity with regard to rent settlements will be discussed and managed at appropriate level .

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

The Council is under an obligation to ensure it achieves best value from the commercial portfolio

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Tenant affordability	M	M	Good communication and dialogue with tenants, with agreement of stepped rents and payment plans if appropriate

Has the EqIA Screening Tool been completed for this proposal?	Yes
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

This proposal comprises an opportunity to achieve new income potential by securing rental payments from mobile network operators and infrastructure providers:

1. The additional income would be generated by a tender for access to unused assets as a concession contract. The tender would likely be a call -off or mini tender utilising an existing framework.
2. We would thus offer up and expected £20,000 income to be set against the ongoing budget deficit of the SPU team.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

No additional resources would be required to implement this proposal. It is the consequence of previously invested time by staff and the outcome of a consultants review of the outdoor media potential undertaken last year.

The implementation phase is from July 2019 to March 2020. It is hte intention to seek tenders for the delivery of 5G infrastructure as early as possible as there are long lead in times for planning and communications issues to be resolved.

Success will be measured by achieving signed licences with the projected income target met.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

N/A

Negative Impacts

Local residents may be concerned about the 'radio waves' emitted from small cells and roof top masts as was the case for 2, 3 and 4G technology but heightened as 5G uses higher frequency bands but of shorter range. Communications may be managed by the infrastructure providers or network operators to be abel to achive planning consnet, although consent is offered in most cases as a utility provider.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

N/A

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Planning consent	M	M	Mitigate risk by early discussion with planning team and agreement to work to civic benefit.
Public protest	M	H	Comms an essential part of the process

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is calculated that moving these leases from the Council to the CBS could generate savings of up to £1.19m per annum (including the savings on the £40 per week from the FHSG) - were every single lease transferred. This could be recovered by the Council through reduced weekly payments from the FHSG and/or through a one-off or annual arrangement fee paid by the CBS. But it is clear that not every lease could or would be transferred and the transfers cannot be started immediately. The transfer of a lease would require, in each case, the landlord's agreement to do so. Not every landlord would agree and additional landlord incentives may be required to persuade others. In addition, it is not the intention to transfer any lease where, because of the operation of the welfare benefits system, households would end up themselves facing increases in rent. And finally, leases will only be transferred as they come to an end, so these savings must be staggered over the coming five years. A reduction in savings to £605k over the five years has been calculated as a conservative estimate, taking into account these factors. A review of all cases is currently underway to assess the volume and value of transferring these properties to the CBS and market testing will be undertaken to assess the level of increased payments required to persuade landlords to terminate their existing lease. Once these exercises are complete these projected savings will be revisited.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Altair have been commissioned to support the set up phase of this project to make these savings as they have implemented similar projects in other local authorities and for Capital Letters. The costs of this work have already been factored into the savings and will be financed through the Flexible Homeless Support Grant. It is expected that their work will be completed by January 2020 and the savings can commence from April 2020.

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

N/A

Negative Impacts

The preparatory work being undertaken by Altair is explicitly intended to identify low income households potentially being negatively impacted by this proposal and ensure that this is avoided.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

This may increase the income/incentives received by some partner landlords who rent properties to homeless households

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

This proposal, of itself, neither prevents nor enhances the Council's ability to meet its statutory responsibilities

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The CBS is not set up	L	M	The leases could transfer to Capital Letters instead
Only a few properties transfer due to HB	H	L	Alternative savings would need to be sought
Landlords refuse to transfer	M	M	Incentives could be introduced/increased

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The funding from the HRA account will fund 60% of an officer post, so that they can work closer with HfH to deliver energy efficiency projects.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

4

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Adjustments made to budgets as required, with the transfer of funding from the HRA to Carbon Management

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

N/A

Negative Impacts

N/A

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Staff looked forward to being able to support HfH more in this work.

Negative Impacts

Private sector housing will get reduced resources, but learning can still be shared.

How does this option ensure the Council is able to meet **statutory requirements**?

We will still be able to comply with the Home Energy Conservation Act.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
N/A			

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

This is an indicative figure. We are carrying out further financial analysis to support this, and also exploring if the core Council Fusion leisure services contract can be used to support extra activity in this area to mitigate reductions in activity in services where savings might be made. The indicative figure is based on a scenario where we would reduce activity (mitigated by targeting services) in GP provided health checks and GP delivered smoking cessation.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/12/2019	Est. completion date for implementation DD/MM/YY	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No, as there is a contract in place		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

We will complete a review of where capacity can be reduced with the least impact on health inequalities. We will discuss alternative ways of funding the services with the Clinical Commissioning Group (CCG)

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

It is unlikely to have a positive impact, but we will aim to mitigate negative impacts. There are potential opportunities for better integration with NHS services

Negative Impacts

There is a likelihood that our lifestyles offer (e.g. smoking cessation, health checks will reduce in capacity) could be mitigated by better targeting of resources on those most at need to reduce health inequalities and developing our ability to use community based resources

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Negative Impacts

The CCG/primary care may be negatively impacted as the people referred onto the programs have a risk of developing or have a number of long-term health conditions, these services are seen as part of NHS prevention and care pathways. The delivery of the NHS Long Term Plan also requires improvement in resident's health behaviours - smoking prevalence in patients registered with a Haringey GP is 21% the highest in London and significantly higher than both the London and England averages. Elected Members may be affected as the Borough Plan pledges to improve healthy life expectancy, achieving this requires early detection of all ill health and the addressing of unhealthy behaviours. Public Health England's (PHE) ambitions will be negatively impacted, the NHS Health Checks is a mandated service, not delivering the required number of checks could lead to challenges in terms of the public health grant received from Public Health England. Consultation will have to be undertaken with the Clinical Commissioning Group (CCG) and wider stakeholders, before any changes are made. Staff in commissioned services may be affected, so discussions with external providers will be required.

How does this option ensure the Council is able to meet **statutory requirements**?

The council will still be able to deliver some community NHS Health Checks, so will deliver on the statutory service requirement, but will not meet the target set.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Reputational risk with partners (especially NHS) of reducing investment	Medium	low	Work with partners to draw in investment from other sources and re-design pathways.
Failing to meet the Borough Plan pledge to reduce the healthy life expectancy gap and reduce health inequalities	high	low	Largest risks are around residents not stopping smoking, the Council communications team would need to ensure they are maximising national campaigns and the London on-line service
Reductions in smoking cessation or national Health Checks could bring into question from Public Health England how the Public Health Grant is being spent	high	high	As Public Health England collect data quarterly on the number of health checks and smoking cessation quits achieved, we will attempt not to reduce capacity for those most in need of the service.

Has the EqIA Screening Tool been completed for this proposal?	yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	yes

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**Business Planning / MTF5 Options
2020/21 – 2024/25**

20/25-PE02

Title of Option:	Osborne Grove Nursing Home Closure		
Priority:	People	Responsible Officer:	John Everson
Affected Service(s) and AD:	Adults	Contact / Lead:	Caroline Humphrey

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How does this option ensure the Council is still able to meet statutory requirements?
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The closure of Osborne Grove Nursing Home pending the development of the new expanded facility that will increase the number of beds available from 32 to 70.

The development of Osborne Grove Nursing Home contributes to Priority 2: People, Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

Osborne Grove Nursing Home development links directly with Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe and connected in their communities.

Objective 7b: People will be supported to live independently at home for longer.

Increased intermediate care provision will enable more people to regain the skills and confidence they require to live independently in the community and will deliver the following outcomes for residents:

- More people are supported to avoid going into hospital unnecessarily
- More people are supported to remain as independent as possible after a stay in hospital
- More people are prevented from moving into residential care unnecessarily

Objective 7d: Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach.

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MIId=9151>

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	- 1,034	-	-	476	-	558

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	2,983	15,112	12,741	-	-	30,836

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

As this is a closure the key considerations have been the factors affecting the timeline. Current budget allocated to OGNH totals £1.9m. Considerations for client contributions and CCG income of £0.8m must be excluded from potential savings, therefore the net budget is £1.1m. Further considerations have been made to include costs for alternative provision for one client at a rate of £1400 per week, equating to £72.8k per annum. There may be an additional security cost attached to maintaining building closure that will be reported on.

Savings arising from closure are expected to be realised in full for years 2020/21 to 2022/23. Following completion of the new nursing home in 2023/24, a reduced savings amount (£0.6m) will be delivered each year thereafter.

	2019 - 20
Budget	1,932,850
Less income	- 825,700
Less alternative provision	- 72,800
Less security costs	
Total savings	1,034,350

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?

(1 = not at all confident;
5 = very confident)

3 - subject to decisions being made and suitable engagement.

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	16/9/19 - 15/12/19	Est. completion date for implementation DD/MM/YY	31/03/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	The timeline is dependent on all the relevant deadlines being hit and there is no contingency. In order to close the Home by 31/3/2019 may be a requirement to pay staff, pay in lieu of notice.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The draft timeline for consultation and closure assumes that the consultation will run for 90 days and will conclude in December 2019. Cabinet date to review the report would be January 2020. 4 weeks assumed for the Best Interest approach and 4 weeks for the transition. If 3 months notice for all staff is required this would be required to be enacted at the time of the decision to close is made. In order to meet the end of March deadline any staff with 3 months notice would be entitled to PILON.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Once the new facility is built there will be an increase in number of nursing beds in the borough as currently demand outstrips supply. Alternative external service provision for the client will meet the Council's high standard of quality criteria.

Negative Impacts

There will be a short term reduction in places available pending the development of the new site. The remaining existing residents and their families will be impacted as they will be required to move. However will be placed in Homes that provide good or outstanding care.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

For partners and stakeholders there will be an increased provision of beds and facilities within the borough. There has been an extensive consultation in reagrds to the feasibility for a new building, and there will be an consultation with those affected by the closure of the Home currently.

Negative Impacts

There will be staff redundancies as a result of the proposed closure, staff will be supported through this in accordance with the restructure and redeploment policies. Access to a variety support will be provided.

Tempoary reduction in available beds and access to the facility in the interim.

How does this option ensure the Council is able to meet statutory requirements?

There is no requirement on the council to provide directly managed care home facilities. Alternate provision will be sourced so that can meet appropriate provision.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Delays in decision making process	H	M	
Decision to close not made	H	L	
failure to find alternate accomodation	H	L	

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	Yes

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The savings will be achieved by a review of the current configuration of the public health nursing services with a view to align both services to a new 0-19 integrated service specification for delivery.

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>4</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>01/03/2019</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>31/09/2020</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>No, as we need to give at least 6 months notice to the provider of the changes</p>		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Proposal implementation - Implementation will be led by the public health team in partnership with Whittington Health NHS Trust. There is a national public health 0-19 year old integration service specification available and the public health team will use this and add a number of local elements to it. **Implementation phase timeline** - 1st April 2020 - 31st December 2020. Discussions relating to the new commissioned integrated service delivery model are already underway with the provider and will continue. February 2019 - March 2019 discussions with the Council's Commissioning team identified and agreed the synergies with the integrated service provision for early years and the remodelling of the structure to achieve a 0-19 integrated service including Whittington Health NHS Trust. May 2019 - April 2020 discussions with the Council's children's services to identify and agree the synergies with the services early help model. After agreement and approval of the savings plan in winter 19/20, we have officially informed the provider (November 2019) of our intentions and aim for implementation of the new model by December 2020. **Successful implementation** will be measured through a series of quarterly and annual KPI's including the mandatory elements and others, for example, ante-natal visits, new birth visits, 6-8 week check, 1 year review, 2-21/2 year review, breast feeding rates, and the national child measurement programme.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Impact on customers - We will be working with the council's children's services to consider options for co-location between services including early help and early years services this will provide a more streamlined service for families. An integrated service allows for a whole family approach to service delivery.

Negative Impacts

Public health will work with the provider to ensure the reach of the service to families is maintained during the implementation phase.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

The provider has welcomed the proposed integrated service model.

Negative Impacts

Public health will work with the provider to ensure staff and stakeholders are kept fully informed of the changes.

How does this option ensure the Council is able to meet **statutory requirements**?

Delivery of the appropriate mandatory public health requirements will continue to be delivered by the commissioned provider.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Vulnerable young and first time mothers not supported with their parenting needs	Medium	Low	A vulnerable parent pathway will be part of the integrated service model, therefore the needs of all vulnerable parents will be met.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The investment and the net savings require detailed modelling following the outcome of an options appraisal. Additional investment will be needed to develop this transformation and influence the market. It is envisaged that £100K per year is needed to develop the market and the new provisions. The investment required will include the recruit of a strategic commissioner and support to develop the options appraisal and implement the recommendations. Additional investment may be required to establish a social investment vehicle. However funds from external social investment sources will be identified for this if this is one of the preferred options.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No - significant development work required to move this forward.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

There is significant lead in time required to progress some of these ideas. If options such as working with local not for profit sector can be delivered more swiftly then these will be progressed.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

More local residential placements for children that meet their needs at a reduced cost. More effective management of the local market.

Negative Impacts

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Opportunities for the local providers and the not for profit sector.

Negative Impacts

How does this option ensure the Council is able to meet **statutory requirements**?

This option will support us in delivering our statutory duties to look after children who are at risk of harm.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation

<p>Has the EqIA Screening Tool been completed for this proposal?</p> <p>EqIA Screening Tool</p>	<p>Yes</p>
<p>Is a full EqIA required?</p>	<p>No - is merely a new delivery mechanism of the existing service provision.</p>

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<p>Financial Implications Outline</p> <ul style="list-style-type: none"> •How have the savings above been determined? Please provide a brief breakdown of the factors considered. •Is any additional investment required in order to deliver the proposal? •If relevant, how will additional income be generated and how has the amounts been determined?
<p>No up front investment required. Ongoing external costs primarily relate to lease costs (as determined by the landlord), and support costs for the cohort of UASC (as determined by the specific need to the cohort).</p>

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	4
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/08/2019	Est. completion date for implementation DD/MM/YY	31/05/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Whilst there is an opportunity for implementation before April 2020, there are two dependencies: Property being made available by landlord for use by LBH; and identification of a suitable cohort of UASC		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Presently children's services have:

Secured one property that will accommodate eight young people and which is expected to be made available by December 2019. Two further properties have been identified for UASC - handover dates remain to be established - present expectation is for one property to be made available around January 2020 and the second property at then beginning of the financial year 2020/21.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

None

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None

How does this option ensure the Council is able to meet **statutory requirements**?

The Council continues to meet it's statutory requirements in regard to accommodating UASC

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Accommodation unit cost increases as a result of voids at a property	M	M	the service maintains an appropriate number of internal places for UASC placement in regard to the total population of UASC within the borough. Voids are planned ahead wherever possible, and arrangements made to fill void from a more expensive private placement, where appropriate

Has the EqIA Screening Tool been completed for this proposal?	No
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

No additional investment required to deliver the proposal.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?			

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

No additional resources required.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

To be identified once saving identified.

Negative Impacts

To be identified once saving identified.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

To be identified once saving identified.

Negative Impacts

To be identified once saving identified.

How does this option ensure the Council is able to meet **statutory requirements**?

Only discretionary spend will be reviewed so there will be no impact on statutory duties.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	No
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

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Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No - significant programme resource is required to deliver the invest to save proposals and capacity for this review will be identified once those projects are further down the delivery path.		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

Project resource is required to deliver this review and project and this will only be available in 21/22.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

To be determined.

Negative Impacts

To be determined.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

To be determined.

Negative Impacts

To be determined.

How does this option ensure the Council is able to meet **statutory requirements**?

No impact.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	No
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

At present the evidence base is being considered and any scheme is subject to meeting the conditions set out in the Housing Act which includes consultation and Secretary of State approval.

However given previous work and the proliferation of PRS in the borough it would be highly likely that 20% private sector Housing threshold in many parts of the Borough.

There will be some costs of implementation related to IT and project support.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
(1 = not at all confident;
5 = very confident)

At this stage 2. Any thing over 20% of the Borough requires Secretary of State approval and the evidence base has not been worked through. There is always the risk of judicial review

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/07/2020	Est. completion date for implementation DD/MM/YY	01/04/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No . There are three stages to consider. 1 evidence base, 2 Consultation and 3 Secretary of State approval		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Success will be measured by: the number of applications received declaring compliance. •100% compliance from landlords in the submission of Gas Certificates (where applicable); and no licences being granted without this key document. Number of private rented properties improved.

Evidence base being considered Dec 2019, will require Cabinet Approval to consult June 2020.

Cabinet consideration of consultation outcome and evidence scheme April/ May 2021 Secretary of State consideration June-Jan 2021. April 2022 implementation subject to evidence and conditions being met.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

- Licences require landlords to meet conditions throughout the licence period. Failing to comply with licence conditions is an offence.
- Drives up Living Standards.
- Increases available resource for Local Authorities to regulate.
- Licence holder who must be a fit and proper person to be responsible for the property.
- Significant enforcement tool to ensure Landlords take an active role in the management of their tenants and their property.
- A licence is for a maximum 5 year period but can be varied to shorter lengths by the local authority as a penalty for non-compliance.
- A public register of all licence holders contact details must be held by the authority and made available to the public. This is a very good tool for tenants to check landlord before they take on a property. It allows the public to see if a property is licenced within their community and report it if it is not. It allows other Council services working with landlords to very quickly ascertain who is responsible for a property or an offence.

Negative Impacts

Businesses may feel that this is a business tax against a poor outlook investment-wise for the private rented sector. Mortgage income can not be offset against properties. Landlords will complain that the market is already poor and this will further affect them and might pass on the costs to tenants. Can be seen to penalise those who are already compliant. Tenants may fear that the costs of the scheme will be passed on to them. However there is no evidence of this in other schemes or reviews that this is the case.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

- Licences require landlords to meet conditions throughout the licence period. Failing to comply with licence conditions is an offence.
- Drives up Living Standards.
- Increases available resource for Local Authorities to regulate.
- Licence holder who must be a fit and proper person to be responsible for the property.
- Significant enforcement tool to ensure Landlords take an active role in the management of their tenants and their property.
- A licence is for a maximum 5 year period but can be varied to shorter lengths by the local authority as a penalty for non-compliance.
- A public register of all licence holders contact details must be held by the authority and made available to the public. This is a very good tool for tenants to check landlord before they take on a property. It allows the public to see if a property is licenced within their community and report it if it is not. It allows other Council services working with landlords to very quickly ascertain who is responsible for a property or an offence.

level playing field for Landlords. Selective Licensing will be very light touch to compliant landlords and will focus throughout the 5 years on those that are unlicensed or non compliant. The general principal has been discussed at Landlord forums.

Negative Impacts

Businesses may feel that this is a business tax against a poor outlook investment wise for the private rented sector. Mortgage income can not be offset against properties Landlords will complain that the market is already poor and this will further affect them and might pass on the costs to tenants. Can be seen to penalise those who are already compliant. Tenants may fear that the costs of the scheme will be passed on to them.

However there is no evidence of this in other scheme or reviews that this is the case.

How does this option ensure the Council is able to meet **statutory requirements**?

Bringing in the scheme is a discretionary Statutory Instrument and will assist in the Regulation of the Housing Act 2004

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Any savings	H	M	Investment needs to be high to ensure success
Alienate Landlords	M	M	Landlords Forums, Regulation on Rogues
Judicial review	H	H	Robust evidence base and legal consultation
Non Approval or delay from S of S	H	M	Early Engagement
Has the EqlA Screening Tool been completed for this proposal?			yes
<u>EqlA Screening Tool</u>			
Is a full EqlA required?			yes

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Based on estimates of outstanding debt and likelihood of retrieving savings and improvement in recovery rate through establishment of new team to proactively action against persistent evaders and outstanding warrants aligned with new operational practices. Please note that the revenue implication is that we will employ 3 staff members in the new Debt Recovery Team; with the expectation that each team members work generating additional income of £120k.

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>3 - based on rollout of new IT System and increase in overall debt recovery rate</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>N/a</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2020</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>No - this additional work/savings requires the implementation and development of the new IT system that has a scheduled implementation date of Apr 2020.</p>		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Establishment of a dedicated team to investigate persistent evaders, unregistered drivers and liaise directly with removals service to identify and remove to the pound as soon as located.
New IT and CEO hand-held devices will make this operation more efficient and effective.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

This will enable the Council to pro-actively chase debt that is owed. This will result in additional resources for the Council, enabling savings elsewhere to be mitigated, thus benefitting all residents. The service will also remove unregistered vehicles which are often uninsured from the Highway.

Negative Impacts

Will increase workload for removals service, which may impact on other removals operations or slow response times.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Removal of unregistered and potentially uninsured vehicles from the highway.

Negative Impacts

How does this option ensure the Council is able to meet **statutory requirements**?

In line with statutory duty to keep traffic moving.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
further costs of recovery and legal action	m	m	recovered through the debt collection process
potential to remove and dispose of vehicles	h	m	ensure that all statutory and regulatory processes are followed

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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**Business Planning / MTFS Options
2020/21 – 2024/25**

20/25 - PL03

Title of Option:	CCTV enforcement of weight limits and emissions through ANPR/DVLA check		
Priority:	Place	Responsible Officer:	Ann Cunningham
Affected Service(s) and AD:	Parking	Contact / Lead:	Matthew Duhy

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How does this option ensure the Council is still able to meet statutory requirements?
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The roll out of CCTV enforcement of weight restrictions on roads across the borough.

Weight restrictions not being enforced and oversized vehicles driving down residential or unsuitable roads. This causes congestion and increased pollution. The ability to enforce against over weight vehicles will be very well received by residents, pedestrian & cycle groups and Members as this will divert heavy and polluting vehicles onto more appropriate roads.

This measure will require significant investment in infrastructure and back office arrangements.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	62	280	300	-	-	642

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	100	200	-	-	-	300

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

To be developed further.

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>2 - limited experience of this enforcement to date and as a consequence budgeted expectations may not be realised.</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>N/a</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2020</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>N</p>		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

This will require the implementation of CCTV cameras at selected locations. Surveys are being undertaken to identify and prioritise suitable locations.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

We receive a lot of complaints in relation to weight restrictions not being enforced and oversized vehicles driving down residential or unsuitable roads. This causes congestion and increased pollution. The ability to enforce against over weight vehicles will be very well received by residents, pedestrian & cycle groups and Members as this will divert heavy and polluting vehicles onto more appropriate roads.

This correspondingly improves movement of traffic and improved road safety, whilst also helping reduce transport related Carbon and NOx emissions, combating poor air quality as part the Councils Borough plan objectives.

Negative Impacts

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

This will ensure that they are compliance with current regulations, making their journeys safer for all road users and will reduce complaints about their operations.

Negative Impacts

Freight companies will need to use prescribed routes only.

How does this option ensure the Council is able to meet **statutory requirements**?

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
That drivers appeal to PCN's stating that they were driving for access purposes.	H	H	Understand how LBI TMO's are worded to ensure effective enforcement and or ask for drivers to provide a delivery note or similar to prove they needed access. However, this may add to appeals processes/workloads
May achieve compliance quickly	H	M	Develop a programme to relocate cameras once compliance is achieved
Enforcement of weight limits is relatively new technology. Untested over a period of time. These cameras have not been tested	H	M	Invest in adequate maintenance package.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Proposed savings have been identified based on policy and current permit sale volumes.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3 - Requires a Policy change, a reduction in the volume of high emitting petrol vehicles
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	no		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

A change in pricing for most polluting vehicles will be possible through our new Parking IT system which will be operational from April 2020. Such a change will require member support and statutory consultation. However, the councils policy position on sustainable transport is to discourage private car trips and improve air quality and an increase in permit and on-street prices for the most polluting vehicles supports this.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

The councils policy position on sustainable transport is to discourage private car trips and improve air quality and an increase in permit and on-street prices for the most polluting vehicles supports this. Helping reduce transport related Carbon and NOx emissions, combating poor air quality as part the Councils Borough plan objectives.

Negative Impacts

It is perceived that residents in the poorest areas of the borough could be the most affected by such a change, as they may be the least able to afford to change to a lesser polluting vehicle.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

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Negative Impacts

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How does this option ensure the Council is able to meet **statutory requirements**?

A reduction in private car use and of the most polluting vehicles will assist in the Council contributing to achieving air quality targets.

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Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
There is a risk that residents move away from higher emitting vehicles and do not replace their vehicle at all. But this would be good from a air quality perspective	H	M	Continually review all permit pricing.
Complaints from residents who cannot afford to purchase lower emitting vehicles	H	M	Offer discount for lesser polluting greener vehicles. Encourage roll out of car clubs, which are easily accessed and often result in lower costs to the customer.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

To achieve £25k net revenue from Haringey's 50% share of commercial sack sales requires an additional 100,000 sacks to be sold to businesses. Veolia-Haringey currently have 1000 sack customers using, on average, 280 sacks per year each. This figure appears low and may indicate existing customers are evading disposal costs - hence our current estimate of £25,000 income based on a 50% profit share.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

2

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No - increased and consistent enforcement focus requires greater lead in		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Empirical evidence from LBH's Enforcement Team suggests much of the non-compliance for trade waste is not a lack of Duty of Care documentation but rather traders running out of their supply of commercial waste sacks or holding them back to save money.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Cleaner streets and improved management of time banding arrangements
Prevention of trade waste leaking into residential streams
With dedicated sack waste enforcement, a closer liaison with businesses

Negative Impacts

Traders fined by enforcement officers can use any waste collection operator and are not reliant on the Veolia-Council partnership.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Enforcement - Cleaner retail areas with improved liaison with traders

Negative Impacts

Traders fined by enforcement officers can use any waste collection operator and are not reliant on the Veolia-Council partnership.

How does this option ensure the Council is able to meet **statutory requirements**?

Enforcement - Legislation allows for the Council to enforce, fine and prosecute traders that do not adhere to its rules for presenting trade waste. These powers are already used daily by LBH.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
market competition is strong and trade may go to other providers.	h	h	ensure that the Haringey commercial offer is competitive

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	Yes
Has the EqIA Screening Tool been completed for this proposal?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The saving is based on reducing the FTE call centre staff by two.

This would be passed back to the Council as a saving through the core contract.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
(1 = not at all confident;
5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No - staff need to be given notice and will be subject to a consultation period.		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

Veolia will consult with affected staff and seek to manage the reduction without redundancy though there is a risk that two staff may be made redundant.

There is some opportunity to channel shift customers online.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Customer service is currently high. We hope this can be maintained by channel shifting some enquiries to other media. There is some risk that customer service metrics (eg calls answered within time) will reduce.

Negative Impacts

Customers may experience longer wait times though current performance is high. This may be part mitigated through channel shift.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Customer service is currently high. We hope this can be maintained by channel shifting some enquiries to other media. There is some risk that customer service metrics (eg calls answered within time) will reduce.

Negative Impacts

Veolia will seek to manage staff reductions through natural wastage rather than redundancy.

How does this option ensure the Council is able to meet **statutory requirements**?

There would be no impact on our ability to deliver statutory requirements

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Performance regarding customer responsiveness declines e.g. time to answer calls and emails causing negative customer perception of the service/contract	M	H	Channel shift to online self service and reporting

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Monitoring and scrutiny suggests that different streets at different times require less or more input to achieve and maintain the same level of cleanliness.

Longer term monitoring has shown other residential streets require greater input.

Our work to date suggests that there is potential resource that can be "lifted and shifted" at different times and in particular areas such as High Roads could benefit from greater use of mechanical sweeping which would offer efficiencies over traditional sweeping.

Further longer term trials are required to ensure that proposals are robust. Significant savings have been made in street cleansing over the past seven years and modelling and review is recommended prior to implementation.

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>3 - modelling and review is recommended</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>N/a</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2021</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>No - further modelling must be undertaken before savings can be secured.</p>		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

Detailed plans are yet to be drawn up but monitoring and scrutiny to date and historically support this. Further modelling will need to be carried out to ensure that our hypothesis about inputs required to achieve uniform standards of cleansing are robust.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

New or more visible machinery will likely be positively received by residents and businesses.

Negative Impacts

There is a risk that residents and other stakeholders will perceive a move from an input based (weekly sweep of all residential streets) to an outcome based (all streets maintained to same level but some swept less often) as a cut in service.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

As above

Negative Impacts

As above

How does this option ensure the Council is able to meet **statutory requirements**?

Councils are obliged under the Environmental Protection Act to maintain streets to an acceptable level of cleanliness. These proposals will not undermine that and will ensure greater consistency across the borough. Further modelling will give more certainty that the council will continue to meet its statutory obligations.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Changes are perceived as cuts by residents and stakeholders	M	H	Communications to explain the new operating model as achieving efficient and consistent outcomes across the borough.
New operating model fails to deliver necessary outcomes	H	M	Modelling to be carried out monitored and evaluated prior to full implementation.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Business case development was undertaken through development of a Commissioning Study, which was approved as part of a July

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	no		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

.A project team has been assembled, with a project plan (available on request).

Mobilisation Phase: completed
 Business Design work: August to December
 IT Procurement: September to November
 Data Transfer and Cleansing: November to February
 TUPE Transfer and Staff Consultation: January to March
 GO Live: End March 2020

Benefits Realisation will be measured through:
 - Financial performance to measure the cost of delivery of the new service
 - Satisfaction surveys to measure perceptions of building/service users
 - Other Service KPIs, to be defined during the Business Design work.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Improved service quality and perception
 - Customer satisfaction
 - Statutory compliance indicators
 - Staff feedback

Negative Impacts

Potential loss of procurement and supply chain flexibility

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Improved service quality, working environment, and environmental performance.

Negative Impacts

None identified or expected.

How does this option ensure the Council is able to meet **statutory requirements**?

Improve performance in relation to statutory compliance with building and H&S regulations. Improved visibility of compliance data, ability to assign resources accordingly and deal with compliance shortfalls more efficiently.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
HFH mobilisation delays	M	H	Escalation to senior sponsors - in progress. Delays have occurred but some confidence that the project is still deliverable at this stage.
Technology - Failure to manage technology and data transfer change in time	M	M	Can sustain manual processes for a short period. External consultancy engaged to support the procurement of systems. Internal IT resources being engaged to ensure
Capacity- Insufficient internal capacity / resources	H	M	Provisioned funding for external resource support Engage business partner (s)

Has the EqlA Screening Tool been completed for this proposal?	Yes
<u>EqlA Screening Tool</u>	
Is a full EqlA required?	Yes

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**Business Planning / MTFs Options
2020/21 – 2024/25**

20/25 - PL09

Title of Option:	Hybrid Mail proposal		
Priority:	Place	Responsible Officer:	Andrew Meek
Affected Service(s) and AD:	Corporate Contracts	Contact / Lead:	Matthew Duhy

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

Provide on-demand service to centralise print streams and optimise stationery and print costs.

This will enable staff to select a print option of "send a letter" which will enable outgoing correspondence to be sent electronically to the mailroom, for automated printing and insertion into envelopes, franking and dispatch. The envisage solution can also handle inserts. It can deal with large scale mail out as well as individual letters.

The proposal will be invisible to external customers but will provide a more efficient solution for staff sending letters.

The benefits will be realised through savings on postage and franking cost by ensuring outgoing postal items are considered "clean" by Royal Mail, and therefore eligible for reduced postal costs per item.

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	-	77	-	-	-	77

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	-	50	-	-	-	50

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The savings were determined through an initial analysis of current mailing volumes, and the current postal costs. Assumptions were made about the proportion of these volumes that would be suitable to delivery through a Hybrid Mail solution, and using these volumes an overall high level calculation made about the potential savings available to the Council.

There are different solutions available to the Council, which will need to be explored more fully to find a model that is suitable.

Investment is needed in the Council's print management software to accomodate the solution. Further investment is needed in business design and development. The Council will need to consider this proposal in relation to its ambitions around delivery of printing solutions (currently externalised).

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>3 - this solution envisages adoption of technology that is widely used elsewhere. Therefore there is confidence that the proposed change is realistic and deliverable. However the figures for costs and benefits will require further validation.</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>N/a</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2021</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>No</p>		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

Additional resources needed for business design, technical design and procurement.

Initial consultancy and business design - Q1-2 FY20/21; Procurement Q3 FY20/21; Implementation Q4 FY20/21

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

No/miminal visible impacts for customers.

Negative Impacts

None anticipated.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Easier method for production and dispatch of letters.

Little or no engagement with stakeholders has taken place. This will need to commence during the business design phase.

A Comms Plan will be needed to ensure staff adopt the new solution.

Negative Impacts

At some point, the Council may wish to reject hand-produced letters from the Mailroom in order to ensure savings are realised.

How does this option ensure the Council is able to meet **statutory requirements**?

Yes - no impact.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Uncertainties about insourcing of external print facilities. This may impact the proposal	H	M	Business analysis of the proposal and the preferred operating model, and engagement with Strategic Procurement
Staff do not adopt the new technology	M	M	Comms Plan
Unable to deliver the solution in the timescale	H	H	Identify and secure delivery resources

Has the EqlA Screening Tool been completed for this proposal?	Yes
<u>EqlA Screening Tool</u>	
Is a full EqlA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The saving will be delivered through inflationary increase on the cemetery and crematorium lease as well as a share of the gross profit of the operation.

No additional investment is required.

The inflationary increase is a contractual arrangement and will be based on Consumer Price Index - CPI.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	5
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The additional income will be linked to CPI from the previous year and therefore can be delivered without further work other than reconciliation with the lease and previous years. Income will therefore be delivered in 2020/21.
Successful implementation will be measured by meeting the revised income target.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

None

Negative Impacts

This income will not be available to reinvest in the parks service - this would have paid for 0.6FTE within the front line parks service.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

It contributes to balancing the council budget.

Negative Impacts

As above the service needs additional resources and therefore they will not be supported by this additional income.

How does this option ensure the Council is able to meet **statutory requirements**?

Parks is a non statutory service with the excpetions of Allotments which would be unaffected.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
None			

Has the EqIA Screening Tool been completed for this proposal?	No and not required
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The savings are additional income derived from new or revised lease arrangements which are or will be concluded by 2021/22.
No additional investment is required.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
(1 = not at all confident;
5 = very confident)

5

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Those leases that are still to be concluded will be done so as BAU and within existing resources.
All will be in place to meet the increase in the income set out above for April 2021/22

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

The councils assest are being utilised to meet the Borough Plan objectives and buildings are being maintained at no cost to the council.

Negative Impacts

None

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

In terms of partners they will have access to buildings to continue or grow their business or community or sporting objectives in line with the Borough Plan and the emerging Parks Strategy.

Negative Impacts

The Parks service is very stretched and is struggling to match its resources to the expectation of good quality parks in the borough. This income would have funded a 0.6FTE in the frontline service.

How does this option ensure the Council is able to meet **statutory requirements**?

The parks service is non statutory with the exception of the Allotment Service.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lease that are still to conclude do not proceed.	H	L	All of the above are either renewals or new leases at Heads of Terms stages where cost are already agreed.

Has the EqIA Screening Tool been completed for this proposal?	No not required. No change in policy or approach.
<u>EqIA Screening Tool</u> Is a full EqIA required?	

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

This saving is subject to the successful procurement of the vehicles during 2020/21 and therefore savings should be available from 2021/22 onwards.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
(1 = not at all confident;
5 = very confident)

5

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No - due to timetable of procuring new vehicles.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

There is an existing capital programme (scheme 325) which will be used to procure the new fleet of vehicles. The timing of savings is subject to the delivery of the vehicles but assuming they arrive no later than Q2 2021/22 then this saving remains achievable. The remainder of the fuel budget is ring fenced for the increased cost in electricity consumption.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Positive contribution of the vehicle purchase to the council's 2030 Zero Carbon target.
Contribution to improving Air Quality in the borough.

Negative Impacts

None

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Staff will have improved vehicles, residents will see the council moving towards its own targets for carbon reduction and air quality.

Negative Impacts

This saving could otherwise be used to support the base budget position for Parks, such as front line staff.

How does this option ensure the Council is able to meet **statutory requirements**?

Parks is a non statutory service with the exception of allotments. This saving will help the council meet its other statutory obligations.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Delays in the procurement / delivery of vehicles	M	L	Good Project Management and Governance arrangements. Whilst the vehicles arrival may be delayed the saving will be achieved within a few months.

Has the EqIA Screening Tool been completed for this proposal?	No. Not a policy change or affecting residents.
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

EV is already available in a number of Haringey locations. Further roll out will increase the opportunity to reduce carbon emissions, pollution and deliver safer streets. However, the charging points require initial investment in staff time (revenue).

GULCs Lamp Column £5k

GULCs Chagemaster £5k

BPL (Free standing) £77k

Rapid £13k

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
(1 = not at all confident;
5 = very confident)

3 - Dependant of increased usage and impact of rollout as result of new specifications

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/a	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	no - because the planning, enabling and introduction timelines requirement and confirmation of design specification (on or off footway)		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The feasibility work will be picked up as part of the Parking Transformation programme.
 A recourse is required to manage design, statutory consultation and implementation process.
 Programme is determined by demand but estimates suggest that 300-600 EVCP's will be required across Haringey by 2025.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

EVCPs are in line with sustainable transport objectives, Transport Strategy and Borough Plan.
 There is an increasing demand from residents and businesses for the continued introduction of all types of EVCP's.
 The 'deal' we have with BPL gives LBH an income for each EVCP we install, plus a potential share of profit. BPL pay for the actual CP to be installed and ongoing maintenance.

Negative Impacts

Some residents and pedestrian groups have complained about EVCP's being installed on the footway and feel that they should be installed on the carriageway. Some groups feel that EVCPs encourage car use.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

EVCPs are in line with sustainable transport objectives, Transport Strategy and Borough Plan.
There is an increasing demand from residents and businesses for the continued introduction of all types of EVCP's.
The 'deal' we have with BPL gives LBH an income for each EVCP we install, plus a potential share of profit. BPL pay for the actual CP to be installed and ongoing maintenance.

Negative Impacts

Each EV space has to be taken from an existing resident space and so non EV drivers can / may object.

How does this option ensure the Council is able to meet **statutory requirements**?

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Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
space requirements	M	H	careful planning and feasibility studies will enable the Council to determine how to optimise the location of new charging points whilst also not disadvantaging users who need traditional parking space
objection to EVCPs being installed on footway	H	M	establish if EVCPs can be located on build-outs on the carriageway

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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<p>Financial Implications Outline</p> <ul style="list-style-type: none"> •How have the savings above been determined? Please provide a brief breakdown of the factors considered. •Is any additional investment required in order to deliver the proposal? •If relevant, how will additional income be generated and how has the amounts been determined?
<p>The figures outlined above are best estimates at this stage as actual delivery has a number of dependencies at this point, this includes the actual go live date of the new parking management system; the outcome of statutory consultation on changes to permits; final decisions around proposed new Stop and Shop options; final rollout timings and locations of proposed CCTV.</p> <p>The service has used previous experience and benchmarking in arriving at these estimates.</p> <p>The capital investment required to support the overall parking transformation programme has been agreed previously and is included in the current capital programme.</p>

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i></p>	<p>3 Ongoing development of strategy</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>N/a</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2020</p>
<p>implementation before April 2020? Y/N ; any constraints?</p>	<p>N</p>		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Proposed implementation Include:

Events - New Operating Model

This involves the recruitment and deployment of additional CEO's for events at the Tottenham FC New stadium, ensuring an appropriate infrastructure and resource base to meet the demand for efficient parking enforcement.

Pricing Policy Charges and Inflation

Diesel surcharge, 2nd and subsequent permit per household, Permit inflation. This involves the introduction of dynamic permit charging models which will be made possible through the new Parking IT system, which is programmed for delivery in April 2020.

The new IT system will allow permit prices to be based not only on emissions but specifically on fuel type e.g. Diesels.

The new IT system will also allow an incremental pricing model to apply for households which own multiple cars.

Although the IT system will enable these changes, they will require Member approval and statutory consultation.

Stop and Shop - Pay for Parking Stop (Contactless and Chip & Pin)

In 2017 we moved to cashless parking and while the transition went smoothly, some businesses, customers and members have requested additional payment options to help support trade. We shall be investigating the introduction of contactless and chip & pin card payment options to be installed in our Town Centres. This will involve retrofitting existing (former P&D) machines or installing new machines.

Moving Traffic Enforcement

Additional cameras – increased CCTV PCN income. We will use data from traffic/video surveys to establish where there are the highest levels of moving traffic contraventions taking place across our borough. We shall then invest in CCTV camera technology to help enforce these locations and develop a programme to relocate cameras to new locations once 'compliance' is achieved at current sites. This will make best use of the cameras and encourage compliance and improve road safety across a wider area. We shall also seek to invest in mobile camera vehicles, which may be deployed across the borough and outside schools where we know there to be traffic and congestion issues.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Events at the new Tottenham FC New stadium require an enhanced Transport and Enforcement Plan and Haringey have committed to a Code of Enforcement (CoE) to ensure that spectators and background traffic are managed safely. The Stadium Local Area Management Plan (LAMP) has been in place for nearly a year and the enhanced CoE which has been delivered through the New Operating Model have widely been viewed as a success. Increased enforcement of banned turns, yellow box junctions etc will benefit road safety and reduce congestion, improve bus running times, which in turn encourages more people to get out of private vehicles and use public transport which is better for the environment.

Discouraging the use of diesel fuelled vehicles which are a major source of NOx in London, will help combat poor air quality. In addition measures to discourage multiple car ownership households will also help reduce transport related Carbon and NOx emissions.

Stop and shop machines to facilitate Contactless and Chip & pin payments will be well received by the business community and their customers. It has been argued that some customers cannot or do not want to use contactless parking Apps such as Pay by Phone. The introduction of contactless and chip & pin card payment options will offer support to such customers and businesses/Town Centres

Negative Impacts

Events - New Operating Model

Some drivers may see additional enforcement as 'overzealous'.

Pricing Policy Charges and Inflation

There will be concerns that a diesel surcharge may affect the poorest residents in the borough who may not be able to afford to purchase a ULEZ compliant vehicle.

Any increase in costs for parking will inevitably result in complaints.

Stop and Shop - Pay for Parking (Contactless/Chip and Pin)

Introduction of additional physical infrastructure may be seen as street-clutter by some, especially if contactless is a functional option which requires minimal infrastructure.

Moving Traffic Enforcement

Similar to additional 'on-street' foot patrol enforcement, additional CCTV camera enforcement may be seen by some as overzealous.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Town centres and businesses will benefit from the introduction of additional payment methods for short stay parking. In addition car reduction measures and measures that improve air quality will benefit the borough as a whole and also ensure that parking is available for those who need to use it.

Negative Impacts

Town centres and businesses will benefit from the introduction of additional payment methods for short stay parking. In addition car reduction measures and measures that improve air quality will benefit the borough as a whole and also ensure that parking is available for those who need to use it. This correspondingly improves movement of traffic and improved road safety.

How does this option ensure the Council is able to meet **statutory requirements**?

Fair and robust enforcement of parking and traffic restrictions is in line with the Council's statutory responsibility to keep traffic moving freely through our borough. In addition all measures being considered contribute to the delivery of Borough Plan and Transport Strategy Objectives.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
May achieve compliance quickly at CCTV sites	H	M	Develop a programme to relocate cameras once compliance is achieved. But it must be acknowledged that compliance is a positive outcome.
Additional payment options for short stay parking may not increase take up and use of those parking bays.	H	M	Install new payment facilities into a trial area and monitor performance and investigate complimentary measures which may support MTFS
Forecast income is not realised	H	M	Close monitoring of progress against delivery of each activity within the Programme
Has the EqIA Screening Tool been completed for this proposal?			This will be done as those projects are developed further.
Is a full EqIA required?			as above

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The saving has been established based on current and projected expenditure.
 No additional investment is required to make this saving, but it is dependent on the service continuing using an electronic case management system and bundling software.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

5

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The changes has already taken place and the reduction in annual subscription negotiated and the number of files going into storage is reducing.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

This proposal will have no impact on the service and is not linked to the Borough Plan objectives and outcomes.

Negative Impacts

N/A

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

The working practices are already established so there will be no impact on staff members.

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

This proposal does not affect the discharge of the Council's statutory duty.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Computer system failure and the server can no longer access the information	H	L	Liaise with IT to regularly upgrade and future proof check system.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

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**Business Planning / MTFS Options
2020/21 – 2024/25**

20/25 - YC02

Title of Option:	Income from joining the London Counter Fraud Hub		
Priority:	Your Council - P5	Responsible Officer:	Minesh Jani, Head of Audit and Risk Management
Affected Service(s) and AD:	Corporate Governance / Legal Services - Bernie Ryan	Contact / Lead:	Minesh Jani, Head of Audit and Risk Management

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How does this option ensure the Council is still able to meet statutory requirements?
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The London Counter Fraud Hub, managed by the Chartered Institute of Public Finance and Accountancy (CIPFA), is a counter fraud service developed to supply data analytics, investigations and recoveries service for London Local Authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.

This proposal delivers objectives set out in Priority 5 Your Council - The way the Council works of the Borough Plan; "We will be a Council that uses its resources in a sustainable way to priorities the needs of the most vulnerable residents".

It is anticipated the proactive counter fraud activities will contribute to generating additional income from Council Tax single person discount and Non Domestic rates.

There will be an increase in the work load of the Counter Fraud team and the proposals recognise the impact of this in the financial assessment below and in the net financial contribution anticipated from joining the Hub.

The initial tranche of £25k income is anticipated to arise from our activity using the National Fraud Initiative, which is less precise and will require considerable work to sift through the matching results. It is anticipated the next tranche of work using the Hub will also generate additional revenue.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	-	25	-	-	-	50

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	-	75	-	-	-	75

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The new net additional savings represents the net additional income realised by the Council, £50k. There are a number of assumptions: -

1. The London Counter Fraud Hub goes ahead. For the hub to be viable, a minimum of 26 local authorities have to join. At this stage, it is not known whether 26 local authorities will sign up.
2. Housing fraud resulting in recovery of properties is used to house homeless people thereby reducing cost in the use of temporary accommodation.
3. There will be an initial joining fee of £75k, and that this is capitalised (CIPFA suggest this is possible).
4. Where a fraud / error is identified, that at least 50% of the income due is collected as additional funds.
5. The savings identified at pilot authorities (Croydon, Islington, Camden and Ealing) will be realised at Haringey.
6. Procurement processes are complied with and the tender arrangements carried out by London Borough of Ealing are compliant. Full compliance is established.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3, on the basis this is a new venture for the authority (see comments above re assumptions), and yet the proposals should yield financial and non financial benefits.
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/03/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes, provided Cabinet approves the Council joining the Hub (this is needed as the cost of the proposal over 7 years, which is the length of the contract, and will be £705k) please see assumptions above. The timeline is also reliant on the matches being carried out by CIPFA.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Discussions have already begun with Revenue Services (Council Tax and National Non Domestic Rates - NNDR) and with Homes For Haringey (Housing).

We are reliant on when a match is identified and available for investigations, though these should be available for the start of the 2021/22 financial year. Two additional Investigatory Officers will be appointed for one year to support the matches identified at the start of the project and allowance has been made for half a post in the Council Tax Team for on-going checks on potential fraudulent cases.

The success of implementation and the project will be in identifying a certain number of anomalies and fraud.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

This project will demonstrate the authority takes fraud seriously, and is looking to make sure its scarce resources is being used properly. The project will also generate additional revenue and regularise people who may be claiming SPD in error and may be entitled to Council Tax Reduction, based on their personal circumstances.

Negative Impacts

Members may view this project as a way of stopping residents entitlements for financial reasons. It is also anticipated ward members will receive increased enquiries about the work of the council in this area, and will be asked to refer such cases to the Corporate Fraud Team.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

The Chair of the Corporate Committee has been consulted around stopping fraud and is supportive of this type of work.

Negative Impacts

This project has been in development for a number of years and though the project's feasibility is understood, there are a number of challenges, which are inevitable for a project this size as well as being a new venture. The decision to join will have to be based on recognising the risks set out above to ensure manage reputational and financial risks.

How does this option ensure the Council is able to meet **statutory requirements**?

The work of the Counter Fraud Team is an important determinant of the Council's statutory duty to maintain an effective arrangement to fulfil the Accounts and Audit Regulations 2015 and S151 responsibilities under the Local Government Act.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The project does not go ahead	H	M	None possible for Haringey Council
The project does not identify the fraud / errors	H	M	Secure appropriate resources and data analytics expert

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is not anticipated that further staffing is required as the service in 2018/19 charged CCG £58.7K for the legal time spend on their cases with the current level of staffing. The service considers that with a slight increase in the number of new instructions it is possible that an additional £30K per year can be achieved.

CCG Cases 18/19					
Month	Charge - Internal	Disbursement	To be invoiced	Invoice number	
April	£738.75		£738.75	1801453681	
May	£2,098.00	£400.00	£2,498.00		
June	£4,361.85	£0.00	£4,361.85		
July	£6,050.22	£715.00	£6,765.22		
August	£4,226.64	£36.70	£4,263.34		
September	£3,831.66	£0.00	£3,831.66		
October	£9,688.79	£385.00	£10,073.79		1801456939
November	£7,782.70	£0.00	£7,782.70		1801461516
December	£3,519.85	£385.00	£3,904.85		1801465149
January	£7,091.12	£0.00	£7,091.12	1801470437	
February	£5,776.45	£0.00	£5,776.45	1801509501	
March	£3,494.24	£1,506.00	£5,000.24	1801530749	
Total	£58,660.27	£3,427.70	£62,087.97		

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
(1 = not at all confident;
5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes, but the relationship and future work levels needs to be discussed with CCG in detail before any long term commitment to deliver the level of income.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

As indicated above, there needs to be a discussion with Haringey CCG on the likely demand for legal services relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. Following such discussion, a plan and timeline of cases to be referred to Legal Services will be prepared to include the cost estimates and likely income. Legal Service must also ensure that it has the capacity with the current staffing compliment to undertake the work required.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

The proposal and arrangement with Haringey CCG has enabled cases within the Haringey Learning Disability Partnership to be dealt with in a more efficient and cost effective manner. This is mutually beneficial to Haringey Council and Haringey CCG.

Negative Impacts

In some instances, priority will need to be given to Haringey CCG's cases. This has been carefully managed to date with the support of Adult Services

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

See above

Negative Impacts

See above

How does this option ensure the Council is able to meet **statutory requirements**?

This proposal does not affect the discharge of the Council's statutory duty.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Work levels become too high for the staff levels to manage.	L	L	Hire temporary agency staff to cover.
The work levels do not materialise and the income target is not met.	L	M	Regular liaison meetings with CCG to review workload and see if Legal can assist with other cases.
Other internal client work is not done due to the diversion of resources to CCG.	L	L	Ensure fair balancing in the allocating resources.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The relevant details are provided above. Every effort will be made to avoid redundancies and consequently their associated and pension strain costs. If this is not possible the assumptions in this document are that these will be met corporately and therefore no cost has been built into the above figures.

The actual capital costs associated with the proposed finance system replacement/refresh have already been built into the Council's capital programme between 2020/21-2022/23 and have therefore been excluded on this form.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	The proposed savings will be delivered via a number of different means and the delivery confidence of each is different, particularly as the Year 3 are dependant on system and management culture changes. A composite rating of 4 overall has been applied
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/12/2019 (may not be required)	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	There are limited opportunities to implement the proposed savings before April 2020.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

No additional resources are currently envisaged to be required to deliver the proposals.
 The successful implementation of the staffing changes will be measured through customer feedback and on going delivery of key finance activities such as producing the Statement of Accounts according to legislation timelines; setting annual budgets and producing and maintaining an effective medium term financial strategy & capital strategy; effective in year financial management and control.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

The proposed capital investment in the Council's financial systems should both help these revenue savings be achieved and provide a better manager self-service platform for business as usual financial management

Negative Impacts

The reduction in resources (primarily in in Year 3) will need to be carefully managed to prevent it from having a negative impact on the quality of financial services to the Council, which would not be actionable

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

The proposed capital investment in the Council's financial systems should both help these revenue savings be achieved and provide a better manager self-service platform for business as usual financial management

Negative Impacts

Some of the proposed savings will impact on staff / FTE numbers. Clear, regular communication with the finance community will help mitigate any impact on staff morale and agreed HR restructuring policies will be followed.

We will look to manage the impact of staff reductions on the rest of the organisation by clear communication, training on new system / processes and targeted support.

How does this option ensure the Council is able to meet statutory requirements?

The Director of Finance is confident that the 2020/21 savings can be made without impairing the sound financial administration of the Council. The level of confidence is somewhat lower regarding the Year 3 step-up in savings as they are dependent on a number of factors. This later year projection will be reviewed in the next two budget cycles to ensure that it can still be achieved without adversely impacting on the Council's financial management.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Non-achievement of commercial income	L	M	Proactive role in new housing delivery models
Non-delivery of financial system change	M	M	Corporate focus on the review/implementation

Has the EqIA Screening Tool been completed for this proposal?	Screening Tool completed
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is not anticipated that there will be a capital investment requirement in order to deliver the savings. Income generation may be relevant to the savings proposal but the APPCT does have a trading arm, Alexandra Palace Trading Limited (APTL), which currently gift aids its profits to the APPCT. Further exploration of the scope of the APTL to provide gift aid to the APPCT may contribute to achieving the savings requirement.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	It is difficult to provide a level of confidence at this stage as only a preliminary discussion has been held with the APPCT officers. Say score of 3.
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	discussions have started	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?		N	

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The proposal will be implemented by the officers of the APPCT. There are no additional resources required. The implementation will take place as of the 1st April 2020 and will be undertaken by officers of the APPCT. The performance measure for the Council will be the reduction in grant. The APPCT will devise its own performance indicators.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Require feedback from APPCT,

Negative Impacts

Unknown at this point.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Detailed response required from APPCT to assess the impact of the reduction.

Negative Impacts

Discussions are yet to be held with the APPCT to assess the impact of the reduction.

How does this option ensure the Council is able to meet **statutory requirements**?

It will be for the APPCT to assess the effect of the reduction on its ability to meet its objectives.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Reduction not made	M	M	Discussions with officers of the APPCT.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	Yes

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**Business Planning / MTFS Options
2020/21 – 2024/25**

20/25 - YC06

Title of Option:	Libraries - Re-imagining our Libraries offer for a better future.		
Priority:	Your Council - P5	Responsible Officer:	Andy Briggs - AD Customer & Corporate
Affected Service(s) and AD:	Library Services	Contact / Lead:	Judith Walker - Head of Libraries

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How does this option ensure the Council is still able to meet statutory requirements?
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and place libraries as a key enabler for wider council agendas including early help and prevention. With an expectation to reduce the net cost of the service by 15% (circa £400k).

The library service is run out of 9 static libraries and has a home library service. Two of the large libraries also include face to face Customer Service provision which was integrated into libraries in 2016. It has an annual net controllable budget in 18-19 of £3,189,840 employs 64.69 FTE staff. It has 25,451 active borrowers and a footfall of 1,406,369 from March 18 – February 19 Haringey Council are one of the few local authorities nationally that have not closed libraries, reduced opening hours or outsourced or supplemented its work force and core offer with volunteers. We have nine libraries open a total of 520 hours per week and average of 57.8 hours per library. Libraries are a statutory service, there is a manifesto commitment to retain 9 libraries. The driver for this proposal is to reduce the net cost of the service without compromising the statutory obligation of the Council.

A recent Libraries peer review identified opportunities to explore wider engagement with other council services such as Children's, Adults and economic development to recognise the physical and social value libraries could add.

The proposals align to the Borough Plan with respect to;

PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential.

PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities.

ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities

HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise.

The savings proposal includes exploring the full use of the buildings/space, and prioritising the functions that are required by communities today and in the future, rather than limiting thinking to the traditional view of libraries. The view is to create community

Please complete Sections 3 and, if applicable, 4 of the Financial Benefits Detail Tab

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	-	184	181	-	-	365

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	300	350	-	-	-	650

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and places libraries as a key enabler for wider council agendas including early help and prevention. With an expectation to reduce the net cost of the service by 15% (circa £400k) over a two year period.

The approach relies on improving the infrastructure of the libraries through the agreed capital investment to enable to take a more commercial approach where appropriate and therefore to generate greater income and reduce the net cost of the service without cutting services or staff at this time;

- * Maximising the use of non-core library spaces that are currently underused or not used at all.
- * Co-working spaces
- * Room hire
- * Fees and charges
- * New opportunities (internal recharges, partnership opportunities, commercial opportunities, hosting events and working with book-sellers & publishers).

Delivery Confidence

Delivery Confidence – Stage 1

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	01/03/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No. Strategy will need to be developed as well as link to community assets work.		

<p>Implementation Details</p> <ul style="list-style-type: none"> •How will the proposal be implemented? Are any additional resources required? •Please provide a brief timeline of the implementation phase. •How will a successful implementation be measured? Which performance indicators are most relevant?
<p>The savings will be identified during the development of the strategy with a view to implement the strategy during 2020/21. Additional resource will be required with an estimated cost of £230k to cover the cost of engagement and consultation and submitting funding bids to reduce the capital costs for adaptations where possible. Success will be measured through take up of spaces and income targets.</p>
<p>2021/22</p> <p><u>Maximising the use of non-core library spaces that are currently underused or not used at all.</u></p> <p>Three of the six branch libraries have upper floors that are inaccessible and as a result their use is limited. In the case of Stroud Green & Harringay Library for example, the first floor is not compliant with fire regulations and is not accessible, there is no lift or accessible WCs. As a result, the service is unable to use or let out the substantial amount of space on the first floor. The proposal will require capital investment to make spaces accessible and improve the facilities on offer at all to make them more attractive to use and increase income.</p> <p><u>Coworking Spaces</u></p> <p>It is proposed that we transform some of our under-utilised spaces in libraries to provide an in-house managed affordable coworking spaces service to generate an additional income of approx. £80k per annum. The income is calculated on a monthly fee of approx. £100pm for each work space. Research indicates that other existing providers fees range from £100pm to £350pm depending on location.</p> <p>The spaces identified to date are –</p> <ul style="list-style-type: none"> •Alexandra Park Library – 8 workspaces •Highgate Library – 10 workspaces •Hornsey Library – 15 workspaces •St Ann’s Library – 10 workspaces •Wood Green Library – 15 workspaces •Stroud Green & Harringay Library - 8 workspaces <p>Coworking spaces offer an alternative option to the restrictive rents and leases of traditional office spaces and consist of people who work for a range of different companies, start-ups or for themselves. The spaces will be flexible and will offer office facilities for a few months or just one day a month to accommodate the different needs of users.</p> <p><u>Case Study WIMBLETECH CIC</u></p> <p>Since 2013, Wimbletech have worked with Libraries across London to maximise use of under-utilised space, creating an affordable spaces for hundreds of local start-ups. Through the process Wimbletech has established 10 pilots, 9 of which have been a success and are currently hosting 500+ Members who have helped deliver 600+ community events.</p> <p>Wimbletech works closely with local Library Teams and also with National / International Library organisations to ensure that the programmes & activities that are delivered are in line with both local Library strategy and the wider Universal Library Offer.</p> <p><u>Room Hire</u></p> <p>Additional room hire income (minimum of £60k pa) will be achieved by reviewing our current room hire charges, increasing usage of library spaces and applying charges consistently across the Library Service. There is evidence that charges are not applied correctly across the Service and that spaces are not promoted within the local communities. The newly appointed Income Generation Coordinator will work with the Library Service Senior Managers and other council wide colleagues and key partners to secure additional use of spaces in line with the Borough Priorities and Community Asset Plans.</p> <p><u>Fees & Charges</u></p> <p>A benchmarking exercise of fees and charges will be completed to inform and make recommendations for revised fees and charges. The review will include –</p> <ul style="list-style-type: none"> •All current fees and charges for services and activities provided by the Library Service •Charges and arrangements for advertising spaces on screens to identify opportunities to promote the offer and increase take-up. •All existing charges and arrangements for using Library spaces to ensure service level agreements and leases are in place and charges are appropriate and consistent throughout the Library Service. <p><u>New Opportunities</u></p> <p>In addition, we will be exploring new opportunities to generate income for both 2021/22 and 2022/23 financial years, including -</p> <ul style="list-style-type: none"> •Introducing internal recharges for the use of library spaces where appropriate (or evidence added social value) •Partnership opportunities with key partners such as the Police & CCG

Impact / non-financial benefits and disbenefits

<p>What is the likely impact on customers and how will negative impacts be mitigated or managed?</p> <p>List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)</p>
<p>Positive Impacts</p> <p>There will be a clear vision for the service that communities, internal and external stakeholders have had the opportunity to influence with an improved library offer that is more targeted to the locality. There will be an improved Civic presence delivered through Library buildings.</p> <p>The proposals align to the Borough Plan with respect to</p> <p>PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential.</p> <p>PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities.</p> <p>ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities</p> <p>HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise.</p>
<p>Negative Impacts</p> <p>Any changes to libraries can be perceived as an erosion of the library service despite this proposal being for a modernisation and expansion of the service. There may be a reduction in space for traditional library services.</p>

<p>What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected? List both positive and negative impacts.</p>
<p>Positive Impacts</p> <p>Improved more targeted and developed library service and access to a wider service offer from partners and stakeholder groups as well as increased space with opportunities for community and business use. An internal stakeholder group with membership from Adults, Children, Regeneration is showing early indication that there is an appetite for this collaborative vision. Integrated services, future proofing our library services and maximising the use of the buildings. Achieving borough plan objectives.</p>
<p>Negative Impacts</p> <p>Potentially disruptive period during implementation. This will be mitigated through consultations and engagement with stakeholder groups. Potential link with other programmes such as Connected Communities unknown and unexplored.</p>
<p>How does this option ensure the Council is able to meet statutory requirements?</p> <p>Operating model would have to ensure statutory requirements are met, which will be included in the Strategy.</p>

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Local opposition	H	H	ensure surveys and consultation cover all current and potential users/stakeholders and non users

Has the EqIA Screening Tool been completed for this proposal?	Yes
Is a full EqIA required?	Yes

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**Business Planning / MTFS Options
2020/21 – 2024/25**

20/25 - YC07

Title of Option:	Extend FOBO reform approach to all Council services		
Priority:	Your Council - P5	Responsible Officer:	Andy Briggs
Affected Service(s) and AD:	All	Contact / Lead:	Andy Briggs

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The proposal is to implement the proven approach to process and technology improvements from the Front Officer Back Office (FOBO) programme to all Council services to fundamentally improve the experience of our customers. Those who require fast service 24/7 should be able to achieve it, creating the required time to serve those people in need of more personalised support. This will include:

- simplifying and automating internal and external customer contact processes (e.g. utilising the internally developed Haribot technology);
- simplifying communication with residents through thorough review of all written materials;
- deep re-design of webpages;
- and replacement of core systems where required.

Learning from successes already achieved, the FOBO Programme has demonstrated it will achieve savings and make improvements to customer and citizen experience by making effective changes to make processes within the council.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	-	250	250	-	-	500

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	400	250	-	-	-	650

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The FOBO programme has demonstrated it can achieve up to 30% savings in areas of customer service and the back office. The analysis suggests that there is are at least £1.5m of equivalent process activity in other council services (Adults, Children, Planning, Housing, etc), providing a realistic savings opportunity of c£0.5m.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	01/03/2023
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No. Significant resource constraints. Current round of FOBO needs to embed.		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Estimated 24 months from initiation to completion. Project team investment will be front loaded to consult and engage across the Council. Thereafter, a project team built from internal and limited external support will deliver and implement the programme.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Improved customer experience and reduced demand. Improved intelligence for service providers due to better data capture.

Negative Impacts

The programme will have to assess and mitigate any negative impact on customers who are unable to interact digitally. The FOBO programme has shown how this can be successfully delivered.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Reduced demand. Improved productivity. Better operational data. Improved use of resources.

Negative Impacts

Potentially disruptive to current modus operandi. Linkage and impact on Community First currently unknown and unexplored.

How does this option ensure the Council is able to meet **statutory requirements**?

Operating model would have to ensure statutory requirements are met. Initial feasibility study suggests that this is feasible.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Limited resources within other services to implement	H	M	Develop detailed implementation plan, and resource management to implement development in stages across the various services.

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	Yes
Is a full EqIA required?	No

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**Business Planning / MTFS Options
2020/21 – 2024/25**

20/25 - YC08

Title of Option:	Partial capitalisation of CPMO		
Priority:	Your Council - P5	Responsible Officer:	Andrew Rostom
Affected Service(s) and AD:	CPMO	Contact / Lead:	Andrew Rostom

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

Summary:

The proposal is to use Flexible Capital Receipts to fund some posts in the Corporate Programme Management Office (CPMO). The justification is that, while it is difficult to estimate the proportion of time that each 'delivery' staff member will spend on individual projects in a year, most will by definition be working on change projects for the majority of their time. If we exclude the Head of Service role, 50% of Corporate Programme Officer (& 1 x L/T sick), then the saving will be in the region of £92K.

Risk:

This is completely dependent on the availability and continued use of capital receipts to fund these costs. If for any reason there is either insufficient capital receipts to meet these costs or a change in policy around use (either internally or externally), then it will not be possible to deliver these cost reductions.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	92	-	-	-	-	92

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	92	-	-	-	-	92

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Savings determined by assuming all staff in CPMO (aside from Head of Service, 50% of CPMO Project officer and member on L/T sick leave) will have their costs paid through flexible use of capital receipts. Total capital receipts of £323k will be required for the team although the 'new' ask is £92k.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

4

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Could be implemented as soon as enabled to do so through the financial process.		

Implementation Details

- *How will the proposal be implemented? Are any additional resources required?*
- *Please provide a brief timeline of the implementation phase.*
- *How will a successful implementation be measured? Which performance indicators are most relevant?*

Could be implemented as soon as confirmed by Corporate Finance and enabled to do so through the financial process.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

n/a

Negative Impacts

n/a

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

n/a

Negative Impacts

n/a

How does this option ensure the Council is able to meet **statutory requirements**?

n/a

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The main risk to flag here is that this is completely dependent on the availability and continued use of Capital receipts to fund these costs. If for any reason there is either insufficient capital receipts to meet these costs or a change in policy around use (either internally or externally), then it will not be possible to deliver these cost reductions	H	L	Confirmation required from Corporate Finance

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	n/a

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Haringey Parking Income (running April to end of March each year):

2017/2018 = £15,428 Actual income
 2018/2019 = £20,181 Actual income
 2019/2020 = £26,000 Projected income current financial year
 2020/2021 = £31,995 Projected income with new Parking changes.
 2021/2022 = £37,991 Projected income with new Parking changes and momentum in the film industry has built for Haringey as a film friendly borough.

Proposed parking changes to make Haringey more 'film friendly'

i) For parking and display bays (3 day lead in)

Shorter lead in times entice commercials to the borough who typically work with less than a week's notice.

The production suspended 10 bays on two runs = £465.10

Scenario: Short lead time bring in 7 additional commercials per annum = additional £3,255.70

ii) Parking waivers

Based on £27.40 per vehicle per day

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

4

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/03/2020	Est. completion date for implementation DD/MM/YY	from April 2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Changes from seven to three day advance notice for parking suspensions (in Pay by Phone bays) will be achieved through a more streamlined application and payment process which will be made possible through a new Parking IT system which will be online from April. There may be some time to develop the specific suspensions capability and improvements but a certain amount of 3 day suspensions will be possible within the existing team structure and operation.

The introduction of a virtual permission to park permit, which can be applied and paid for immediately online, will have a dramatic effect to encourage filming. In many occasions a film crew want to film at short notice but current suspension advance notice procedures do not allow this. The virtual permit will allow film crews to buy permits online and park immediately. This function will also be made possible by the new Parking IT system.

There is a proposal to have 100% borough CPZ coverage over the next 2/3 years and this is where our net additional savings taper off. It must always be noted that the proposal for 100% coverage, is subject to resident demand and consultation responses.

We are already at 70% and so this will not dramatically increase filming suspensions, as the remaining areas of the borough to be covered are mainly residential and so it is unlikely that we will introduce many Pay by Phone bays which are the ones of most use for short notice suspensions for filming.

A more significant reason our income is not that of Camden or Southwark is that many of our CPZ's (around half) are only 2hrs a day.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

Discussions with representatives from the industry have led us to believe that there is interest to increase filming activity in the borough but that certain parking operations make this more difficult than in some other boroughs. Increased filming will assist in raising the profile of the borough.

Negative Impacts

There may be occasions when increased filming and associated parking will result in complaints from local residents and businesses who pay for their parking permits but cannot park due to film crew vehicles. Any increase in parking in the borough means that more vehicles are parking and travelling into the borough. Therefore increasing pollution, congestion etc.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Some businesses such a retail and food outlets will benefit from film crews working in the area.

Negative Impacts

Film crews taking up resident/business spaces.

How does this option ensure the Council is able to meet **statutory requirements**?

Keeping residents informed of council services and initiatives.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Resident complaints at a lack of advance	M	L	We are only proposing to reduce advance warning to 3
Resident/business complaints at film crews	M	M	We will monitor filming activity and complaints and can

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	n/a

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

1. The level of additional income is based on an existing contract. The amounts have been determined on a per site basis. Five additional double sided sites would generate **£58k**, 10 sites £116k. The contract includes provision for us to use these sites for a fixed proportion of the time for Council publicity.

2. CP Media have given a projection of returns based on the assets we hold. We would be looking at a conservative return of **£22k** in year one (this takes into account the cost of the infrastructure in Year 1), with an increase year on year. Additional projected income for Year 2 is **£52k**. It will be the responsibility of the Commercial Manager and the Head of Comms to monitor the contract returns.

3. Packages for display would be dependant on frequency and length of advertising. To ensure that we encourage our local Small and medium-sized enterprises (SMEs) to advertise a cost effective advertising package will be put in place. Working to the library opening times, which is on average of 8 hours a day. Below gives an idea on a proposed rate card and projected returns. 8 hours a day will generate 2,880 advertising slots. It is of the commercial managers opinion, to generate a good return, and making this an affordable out of home advertising platform for our local SME's, we should look at a rate card of £1 per 10 seconds. This has the potential of generating over £2,500 per day, and £360k per annum, but this is based on them being used to full capacity. Therefore a realistic income of **£70k** per annum. However, £40k has been allocated in 19/20 to Libraries therefore incremental income of **£30k** from 20/21 is achievable after deducting costs for implementation and further development for future savings.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	N		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

1. Current contract in place - negotiations will need to take place with Planning and planning approval will be needed for any new sites.
2. In order to optimise the return of revenue, approval was requested to agree to delivering via direct award through the ESPO framework as a priority.
3. Approval to purchase two screens at £10k - this is to be funded from existing Customer Services Transformation Capital budget.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

There is an positive impact the we can also use the sites for council and partners communication. Which can contribute to residents feeling more informed.

Negative Impacts

Residents may object to advertising from external agencies in certain areas.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

Provide more opportunities to promote their services.

Negative Impacts

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

Keeping residents informed of council services and initiatives.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
No new sites are identified	M	L	None
No planning approval	H	L	Engage planning as early possible to identify sites

Has the EqlA Screening Tool been completed for this proposal?	Yes
<u>EqlA Screening Tool</u>	
Is a full EqlA required?	No

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**Business Planning / MTFS Options
2020/21 – 2024/25**

20/25 - YC11

Title of Option:	Review of Corporate Centre		
Priority:	Your Council - P5	Responsible Officer:	Joanna Sumner
Affected Service(s) and AD:	Strategy and Communications	Contact / Lead:	Joanna Sumner

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How does this option ensure the Council is still able to meet statutory requirements?
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

We are looking at ways to reconfigure the Corporate Centre in the light of the Local Government Association (LGA) Corporate Peer Review recommendations as set out in their final report published in February 2019. One aspect of this is the recommendation to bring together the teams with skills in policy and strategy, data analysis, and problem solving, which the LGA peers argued, would in itself help to provide better support to the organisation.

There are currently five senior posts leading these teams. The proposal is to reduce the number of senior posts to four. The proposal is also to change find efficiencies through releasing currently vacant posts and to change the way one of the two posts in the Communications team is funded, using flexible capital receipts to fund change-related communications, using a hub and spoke model of management so that the post-holder(s) have a home in the Communications team, but work alongside transformation programme managers and service leads.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	214	-	-	-	-	214

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs (flexible capital receipts)	59	-	-	-	-	59

Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

One post in Communications to be funded from transformation resources (flexible capital receipts) represents a saving to the revenue budget of £59k, which is the cost of one PO4 officer, including on-costs.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

5

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/08/2019	Est. completion date for implementation DD/MM/YY	30/11/2019
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Y		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Minor restructure, which involves deletion of vacant posts. For the post in communications, the proposal represents a change in the funding mechanism.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

This will require a reconfiguration of the corporate centre, which will, in line with the recommendations from the LGA Peer Review, ensure that the Council is fit to face the challenges and opportunities of the next few years.

Negative Impacts

Capacity will reduce. The service where capacity is to be reduced is actively involved in the implementation of savings elsewhere in the organisation so there could be an impact on the pace and quality of transformation across the organisation.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

As part of the minor restructure proposed there will be a clear re-statement of the purpose of these services to ensure that reduced resources are most effectively deployed on the organisation's priorities.

Negative Impacts

There will be reduced capacity, which may put pressure on remaining members of staff if there is no corresponding reduction in expectations and in workload.

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lack of capacity reduces ability to deliver transformation and performance improvement	M	M	ensure that remaining capacity is targeted in the most effective way, and at the organisation's highest priorities.
Dependency on continued use of FCR	H	L	Confirmation required from Corporate Finance

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	NO

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Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The savings will be realised through the use of Capital and Capital Receipts to fund certain parts of staff work where it is shown that the work produces tangible assets or is transformational for the Council.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out?
 (1 = not at all confident;
 5 = very confident)

4

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	N		

Implementation Details

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Implementation will be carried out alongside the Finance Business Partner.
 The proposal will be implemented alongside the new Digital Services restructure. The new structure will provide the resources that will work on capital projects and the means to evidence this work.
 The timeline starts currently in October, but that means the recruitment begins at that date. The full structure and associated projects will not begin until April.
 The implementation will be measured through project management style reports about tasks completed against the job functions and checked with the Finance Business Partner to ensure compliance with Capitalisation rules.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

Positive Impacts

To support the new aims of the Council to transform us to a Digital first authority.
 To provide the necessary IT structure by the prudent allocation of capital resources as appropriate.

Negative Impacts

Discussion on funding streams can sometimes have an effect on staff.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?
List both positive and negative impacts.

Positive Impacts

The implementation of the IT function and the production and implementation of a digital strategy for Haringey is in line with the findings of the recent Peer Review and will be a positive impact for the Council.

Negative Impacts

None identified

How does this option ensure the Council is able to meet statutory requirements?

This proposal does not target specific statutory requirements however Infrastructure rebuilds provide resilience across the whole authority enabling it to perform it's overall statutory functions and transformation projects support the drive to greater efficiencies.

Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The capitalisation of the work is not recognised	M	L	Digital Services will provide evidence as projects are worked on
That sufficient capital receipts are not forthcoming	M	L	Scaling down and re-prioritisation of projects

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	Yes The posts mentioned in this MTFS proposal have been evaluated as part of the IT restructure.
Is a full EqIA required?	No

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