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17 January 2020

To: All Members of the Overview and Scrutiny Committee

Dear Member,

Overview and Scrutiny Committee - Thursday, 23rd January, 2020

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

**9. SCRUTINY OF THE 2020/21 DRAFT BUDGET/5 YEAR MEDIUM TERM  
FINANCIAL STRATEGY (2020/21-2024/25) - RECOMMENDATIONS  
(PAGES 1 - 302)**

Yours sincerely

Philip Slawther, Principal Committee Co-ordinator  
Principal Committee Co-Ordinator

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**Report for:** Overview and Scrutiny Committee – 23 January 2020

**Title:** Scrutiny of the 2020/21 Draft Budget/5 Year Medium Term Financial Strategy (2020/21-2024/25) - Recommendations

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

**Lead Officer:** Robert Mack, Principal Scrutiny Officer  
Tel: 020 8489 2921 or Email: [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

**Ward(s) affected:** All

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

### **1. Describe the issue under consideration**

- 1.1 This report sets out how budget proposals detailed in the draft 5 year Medium Term Financial Strategy (2020/21 – 2024/25) have been scrutinised and the draft recommendations that have been reached by the Overview and Scrutiny Committee (OSC) and Scrutiny Review Panels.
- 1.2 Members of the Committee are asked to consider and agree recommendations contained within this report so that these can be considered by Cabinet on 11 February 2019, when they will also agree the final MTFS proposals that will be put to Council on 24 February.

### **2. Recommendations**

- 2.1 That the Overview and Scrutiny Committee:
  - (a) Agrees the final budget recommendations to be put to Cabinet on 11 February 2020, following consideration of recommendations arising out of the budget scrutiny process, as set out in Appendix A.
  - (b) Considers the additional information, attached at Appendix B, requested during the December/January round of budget scrutiny meetings;
  - (c) Notes the budget information and capital schemes proposals, attached at Appendix C and its appendices, considered by Scrutiny Panels and the Overview and Scrutiny Committee in December 2019/January 2020;

### **3. Reasons for Decision**

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

#### **4. Alternative Options Considered**

N/A

#### **5. Budget Scrutiny Process**

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

#### **6. Budget Scrutiny to Date**

- 6.1 The Overview and Scrutiny Committee considered the MTFS (2020/21 – 2024/25) planning timetable and budget scrutiny process for 2020/21 at its meeting on 19 November 2018. Following consideration by Cabinet, all four scrutiny panels have met in December and January to scrutinise the draft budget proposals that fall within their portfolio areas. In addition, the Overview and Scrutiny Committee met on 14 January to consider proposals relating to Your Council.
- 6.2 Cabinet Members, senior officers and finance leads were in attendance at each meeting to present proposals and to respond to questions from members. A list of recommendations, developed from the meetings above, is provided at Appendix A. For some of the proposed revenue savings proposals, additional information was requested. This information is attached at Appendix B.

#### **7. Next Steps**

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

Date	Meeting	Comments
23 January 2020	Overview and Scrutiny Committee	Recommendations agreed and formally referred to Cabinet
11 February 2020	Cabinet	Cabinet will set out its response to recommendations made by the Overview and Scrutiny Committee
24 February 2020	Full Council	Final budget setting

## 8. Contribution to Strategic Outcomes

8.1 The budget scrutiny process has contributed to each of strategic outcomes relating arising from the Borough Plan 2019-23.

## 9. Statutory Officers Comments

### Finance

9.1 The Chief Finance Officer has been consulted on this report and acknowledges the importance of budget scrutiny in preparing and subsequently approving the Council's Medium Term Financial Strategy (MTFS).

9.2 There are no specific financial implications as a result of the scrutiny process but there may be an impact on the overall Council budget if recommendations are made for change. Any such implications would be considered as part of February's Cabinet MTFS report.

### Legal

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

### Equality

9.4 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

9.5 The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.

9.6 The proposals in the draft Medium Term Financial Strategy are currently at a high level and will be developed further as service changes and policy changes are progressed. Equality impact assessments will be developed as part of this process.

9.7 The Committee should ensure it addresses these equality duties by considering them within its work. This should include considering and clearly stating;

- How specific savings / policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

## 10. Use of Appendices

Appendix A. – List of Comments and Recommendations from Budget Scrutiny Process

Appendix B. - Additional information requested during the December/January round of budget scrutiny meetings

Appendices C. – Scrutiny of the 2020/21 Draft Budget/5 Year Medium Term Financial Strategy (2020/21-2024/25)

## 11. Local Government (Access to Information) Act 1985

11.1 Background papers:

- 5 year Medium Term Financial Strategy (2020/21 – 2024/25) – Cabinet 10<sup>th</sup> December 2019

## Appendix A

### Budget Scrutiny Recommendations

Housing and Regeneration Scrutiny Panel				
Ref	MTFS Proposal	Further info requested by the Panel (if appropriate)	Recommendation	Cabinet Response Required (Yes/No)
EC02	Reduction of North Tottenham revenue budgets		The Panel was concerned that levels of engagement with the local community could fall as a consequence of the budget reductions. The Panel recommends that the Cabinet give consideration to what measures would be necessary to mitigate this.	Yes
EC08	Income from Outdoor Media – Strand 2 (Rental payments from outdoor media companies)	<p>Details of the number and type of buildings to be used for the outdoor advertisements that are proposed.</p> <p>Details of Haringey Council's advertising policy.</p>	<p>The Panel had concerns about the potential for over-commercialisation of Council-owned buildings and public spaces through their use as hosts for advertisements from outdoor media companies. However, the Panel was not provided with sufficient information about the nature of the sites that would be used for this and the size of the advertisements.</p> <p>The Panel also sought reassurance on the type of companies that the Council would host advertisements for and that a high ethical standard would be imposed.</p> <p>The Panel recommended that further</p>	Yes

			information on the sites/buildings to be used and the Council's advertising policy be considered alongside the Panel's concerns about potential over-commercialisation and about ethical standards and that the OSC should consider whether or not recommendations on any restrictions to the advertising under this proposal would be appropriate on this basis.	
EC10	Strategic Property Unit – New Income 5G		The Panel noted that mobile phone masts can potentially cause damage to buildings when attached to them and that some residents in the immediate vicinity may be concerned about potential health risks caused by mobile phone signals. The Panel recommended that caution be exercised about the type and location of Council-owned buildings used for this purpose.	Yes
Various	HRA		Concerns were expressed about additional charges being added to the Housing Revenue Account (HRA) which is under pressure and that movements of cost from the General Fund to the HRA risks delaying repairs and improvements to the communal areas of housing estates.	No



Environment and Community Safety Panel – Place Priority				
Ref	MTFS Proposal	Further info requested if appropriate)	Comments/Recommendation	Cabinet Response Req'd (Yes/No)
PL01 & PL03	Selective Licensing/CCTV enforcement of weight limits and emissions through ANPR/DVLA check	The Panel requested that Cabinet provide further evidence of the feasibility of achieving these two net savings targets. The Panel also sought further assurance from Cabinet around the enforcement activities that would be in place to ensure compliance and, ultimately, ensure that the stated income levels were achieved. As a specific example, the Panel commented that there were two cameras already in place at either end of Wightman Road to enforce against weight limits for vehicular traffic. However, HGVs continued to use this road regularly with over 1400 incidents in 2018 and approximately 2,000 incidents so far in 2019. How would Cabinet ensure that robust enforcement would be carried out in relation to PL03, if existing enforcement activities on weight limits on Wightman Road were only partially successful?	The Panel welcomed the savings proposals. It noted the significant level of savings set out in both schemes (£239K & £642k respectively) but questioned the extent to which these net savings were achievable.	

PL6	Contract Centre Efficiencies		The Panel raised concerns with saving proposal PL06 in relation to the loss of two staff members from the Veolia Contact Centre. The Panel were clear that waste, recycling and cleansing services were a key area of concern for residents and questioned the necessity and impact of making this saving. The Panel noted the mitigation that management sought to channel shift customers online but were concerned about the equalities impact of this as well as a lower level of responsiveness overall. The Panel requested that Cabinet reconsider this saving proposal in light of the potential impact on the level of service to our residents and the relatively small net saving achieved as a result.	Yes
PL8	FM Transformation	The Panel suggested that some of the staff affected had been treated poorly by the Council and the Panel would like assurance that the organisation would ensure that adequate training and support for staff was in place for those being transferred. The Panel would also like assurances that staff coming back into the organisation would be recycled into other roles, where that service was subject to staffing reductions and that in general, redeployment of staff was done in an imaginative, compassionate and constructive manner.	In light of the proposal for FM Transformation (PL08) and the commercial exit from the incumbent FM contract and the TUPE transfer of staff back to the Council, the Panel requested that Cabinet give consideration as to what lessons could be learnt for the future.	Yes

PL13	EV Charging	<p>The Panel requested that Cabinet provide assurances of how the additional roll out of EV charging points would be communicated across the borough, including the impact on specific locations i.e. loss of individual parking spaces.</p> <p>The Panel also requested that Cabinet provide further information on the roll-out and equitable distribution of charging points across the borough. The Panel would to know how will this would be done, what locations were proposed and the timescales involved. Furthermore, how would all of this be communicated to residents and local businesses?</p>	<p>The Panel broadly welcomed proposals to increase the number of Electric Vehicle charging points across the Borough (PL13). In the context of recent concerns relayed to the Panel around consultation and engagement, the Panel set out the importance of clear and effective communication with residents and local businesses.</p>	
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<b>Children and Young People's Panel – Children's Services</b>				
<b>Ref</b>	<b>MTFS Proposal</b>	<b>Further info requested by the Panel (if appropriate)</b>	<b>Comments/Recommendation</b>	<b>Cabinet Response Req'd (Yes/No)</b>
PE09	0-19 year old public health commissioned services - a new integrated commissioned service delivery model		<p>Panel Members queried the presentation of a budget reduction in the Public Health Service as having a positive impact. It noted that health visiting had previously been targeted, with parents only receiving a small number of visits. However, the service had now been transformed and increased its reach against the five health visiting mandated areas. The proposed savings were to be achieved through merging the health visiting and school nursing services. This would lead to natural efficiencies through less duplication and back office savings. Public health grant funding was ring fenced and the savings achieved would need to be deployed elsewhere within Public Health.</p> <p>The Panel noted that the provider for health visiting was Whittington Health. 92% of parents were currently receiving a new birth visit between 10 and 14 days of the birth. 78% of parents were receiving a 6 to 8 week visit. Although this represented an improvement, further progress still needed to be made.</p>	No

120	Children's Services Estate - Capital Maintenance		<p>The Panel noted that the main capital investment that was planned was in respect of schools estate maintenance. A swathe of surveys of the schools estate had taken place during the last 18 months and these had revealed its condition. An additional amount of £10 million per year for five years had been put into the capital budget to fund the work that was required. It was noted that the government only provided a grant of £3 million per year. However, the amounts that had been allocated were still not enough to cover all of the work that was required. The Council was currently developing an asset management plan which would assist in the setting of priorities. It was agreed that a report be submitted to a future meeting of the Panel on the challenges that schools estates were facing.</p> <p>The Panel noted that the additional funding would cover all of the Children's Services estate and not just schools. It was accepted that the amount that had been allocated was indicative but the need for investment needed to be balanced against the pressure on the Council's revenue budget, which was under pressure and would be affected by additional borrowing costs. The Asset Management Plan and the Capital Strategy would contain additional detail on the proposals including scheduling and priorities. In respect of deliverability,</p>	No
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			<p>current performance showed an improvement so that was an increased level of confidence.</p> <p>The Director of Children's Services commented that a lot of preparatory work had been undertaken in the past year on the schools estate due to its maintenance being given a higher priority. Specific criteria was being used to prioritise work that was based on the degree of urgency. In addition, consideration was also given to the priorities of individual schools. Further detail could be provided in a report to a future meeting.</p> <p>The Cabinet Member stated that there was a massive need for repairs in schools and as much as possible had been allocated for this work. However, there were longer term issues that needed to be considered, such as the future school population. The Panel noted that there would be a regular cycle of reports to inform and guide the work that was undertaken, including the pupil place planning reports. The environmental impact of work would be considered as part of the process.</p>	
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<b>Adults &amp; Health Scrutiny Panel</b>				
<b>Ref</b>	<b>MTFS Proposal</b>	<b>Further info requested by the Panel (if appropriate)</b>	<b>Recommendation</b>	<b>Cabinet Response Required (Yes/No)</b>
PE01	Public Health Lifestyles		<p>The Panel noted this savings proposal but was concerned about the potential negative impact on public health outcomes.</p> <p>The Panel requested that progress on public health targets/performance indicators continue to be reported to the Scrutiny Panel for future monitoring.</p>	Yes
PE02 and Capital Scheme 220	Osborne Grove Redevelopment	<p>The Panel requested further information on a number of points:</p> <ul style="list-style-type: none"> <li>- Why has the Capital cost of the Osborne Grove proposals had quadrupled to around £30m since the original proposals?</li> <li>- What projections have been made about the expected demand in the market given the financial risks associated by unused places in future years?</li> <li>- How does the projected build cost per bed compare with other similar new care homes?</li> <li>- What is the current number of clients and estimated cost of care for the current financial year for out of borough</li> </ul>	<p>Although the Panel could see that this initial years' saving would be made, in light of the questions raised the Panel wished to record its concerns that there could be a financial risk to the Council in future years if the new nursing home did not run at full capacity.</p>	Yes

		placements due to the unavailability of space at Osborne Grove?		
Capital programme (217 to 220)	Various		<p>The Panel welcomed the information provided about the capital programme but did not feel that it was in a position to make detailed recommendations on the specific proposals as it did not yet have access to the relevant business plans and detailed financial information.</p> <p>However, the Panel wishes to continue to monitor the proposals and therefore recommends that:</p> <ul style="list-style-type: none"> <li>a) As further information becomes available for each of the capital programmes this is provided to the Panel for further scrutiny via the Panel's budget monitoring reports throughout the year.</li> <li>b) Details of these capital proposals and all future ongoing capital projects should be brought to the annual budget scrutiny meeting of the Panel and not just the 'new proposals'.</li> </ul>	Yes
General	Budget information provided to Scrutiny Panels		<p>The Panel took the view that the information provided with the agenda papers was not sufficient to understand the overall changes of the proposed Adults &amp; Health budget in 2020/21 (and subsequent years) as compared to the previous year. Information that would be required for this purpose includes:</p>	Yes



			<ul style="list-style-type: none"> <li>- the full extent of budget savings that are taking effect in 2020/21 (and subsequent years), including those that were submitted to scrutiny panels in previous years and not just 'new' savings proposals.</li> <li>- changes to the budget caused by 'policy growth', e.g. changes resulting from the London Living Wage.</li> <li>- changes to the budget caused by 'demographic growth'</li> <li>- additional funds originating from internal Council sources such as reserves being used to mitigate any budget gap.</li> <li>- additional funds originating from external Council sources such as government grants.</li> <li>- additional funds originating from the Adult Social Care precept.</li> </ul> <p>The Panel therefore recommends that future agenda papers for budget scrutiny meetings for all four Scrutiny Panels should include:</p> <ul style="list-style-type: none"> <li>a) A breakdown of all the important factors affecting the overall budget (for the Panel's relevant budget area) for all relevant years that the Panel is scrutinising, including all savings proposals, policy growth, demographic growth, other pressures, any additional funding from internal or external sources and any other relevant factors.</li> <li>b) In addition to the details of new savings proposals, all Scrutiny Panels should be</li> </ul>	
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			<p>provided with their relevant section of the MTFS Savings Tracker to enable them to monitor ongoing savings proposals that were submitted to that Scrutiny Panel in previous years but that take effect during any relevant years that the Panel is scrutinising.<sup>1</sup></p> <p>c) That the relevant sections of the MTFS Savings Tracker provided to the Scrutiny Panels should include a column that provides details of the date of the meeting at which each savings proposal was originally considered by that Scrutiny Panel.</p>	
General	Risks associated with Government grants	Information about any contingency plans to mitigate against circumstances where Government grants are not available to cover budget gaps in future years.	<p>The Panel noted that pressures on the overall Adults &amp; Health budget had been balanced by a new grant from the Government of £4.9m. The Panel was concerned about the risks associated with this given that Government grants of this nature cannot necessarily be relied upon in future years.</p> <p>The Panel requested further information on what contingency plans exist to mitigate against this should such grants not be available in future years.</p>	Yes

<sup>1</sup> A recent version of the MTFS Savings Tracker was provided in the Cabinet agenda papers for its meeting on 10<sup>th</sup> Dec 2019 and can be viewed from page 59 at <https://www.minutes.haringey.gov.uk/documents/g9155/Public%20reports%20pack%2010th-Dec-2019%2018.30%20Cabinet.pdf?T=10>

Ongoing Savings <sup>2</sup>	Haringey Learning Disability Partnership	An explanation of the reasons for a shortfall in the expected savings and of what action is being taken.	The Panel expressed concern about the shortfall in the expected savings on this proposal and requested further information to explain why this had occurred, what action is being taken to rectify this.	Yes
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<sup>2</sup> This relates to a previous savings proposal considered by the Panel in Dec 2017 – see B2.8 in the MTFs Savings Tracker for further details.

<b>Overview and Scrutiny Committee – Your Council</b>				
<b>Ref</b>	<b>MTFS Proposal</b>	<b>Further info requested by the Panel (if appropriate)</b>	<b>Comments/Recommendation</b>	<b>Cabinet Response Req'd (Yes/No)</b>
YC02	Income from joining the London Counter-Fraud Hub.		<p>The Committee noted that this proposal was contingent on at least 26 other local authorities signing up to the scheme and that discussions were ongoing. The saving therefore was not certain to go ahead.</p> <p>OSC felt that this saving was somewhat theoretical and would like assurance of how the £50K would be generated if the Counter-Fraud Hub did not proceed. The Committee would also like assurance that Cabinet would monitor this scheme to ensure that income generated through fraud prevention was maximised and, where possible, opportunities were explored to generate further income above the stated £50k.</p>	Yes
YC05	Alexandra Park and Palace Charitable Trust (APPCT).	The Committee requested further information about how APPCT would mitigate the budget gap that would arise from a reduction in the revenue grant received from the Council.	<p>The Committee commented that there was a lack of detail around the potential impact on APPCT as a result of the proposed reduction in grant funding.</p> <p>The Committee were particularly concerned that the reduction would impact some of the Trust's outreach work as well its ability to provide free access to community events and inclusive exhibitions. The Committee were also concerned about any reduction in events and exhibitions that were disability friendly.</p>	Yes

			The Committee requested that Cabinet provide assurance that conversations were taking place with the Palace to mitigate the concerns outlined above.	
YC06	Re-imagining Libraries	<p>The Committee would like further information about where the savings would come from, given the commitment that the number of libraries and existing opening times would be maintained</p> <p>The Committee would also like clarification about what the term co-ordinated opening hours meant and whether libraries would be unstaffed, for example.</p>	<p>The Committee raised some concerns about the viability and deliverability of some of the schemes set out in this proposal and would like assurance that the proposed activities were sustainable and there was a demand for them. The Committee feels strongly that the Council needs to retain libraries and to protect their core function as a library.</p> <p>Where it is proposed to generate additional revenue by creating and letting workspaces, local start-ups and community and voluntary groups should be given priority with concessionary rates where possible.</p> <p>The Committee would like Cabinet commitment and engagement for further scrutiny work to take place around this proposal and the future service offer in libraries.</p>	Yes
YC07	Extending FOBO approach across Council Services		OSC have followed the journey of FOBO/Community First closely and emphasise that we would not like to see an improved service offer for some residents coming at the expense of other groups. Particularly in terms of those that do not use information technology or have complex or urgent needs.	Yes

YC12	Capitalisation of IT infrastructure staff.	The Committee requested further information on the figures presented in relation to this proposal. In particular, the Committee sought clarification on the discrepancy between the estimated £416k staff cost savings from capitalisation and the £345k figure outlined in the financial benefits summary section of this saving.		No
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## **Appendix B**

### **Additional Information**

#### **Housing & Regeneration**

##### **EC08 – Income from Outdoor Media – Strand 2 (Rental payments from outdoor media companies)**

- a) The Panel requested details of Haringey Council's advertising policy.

##### **RESPONSE:**

Provided as **ATTACHMENT A** (Haringey Council's Advertising and Sponsorship Policy 2019)

- b) The Panel requested details of the number and type of buildings to be used for the outdoor advertisements that are proposed.

##### **RESPONSE:**

Outdoor Media comprises a variety of types;

Street screens are part of an exclusive contract with Clear Channel which has seen in 2019 the replacement of paper backlit screens (which have been located along the Wood Green High Road for the last 20+ years) by digital screens. Fewer digital screens are installed as media can be changed frequently so offering access to more advertisers.

The content of the advertisements is controlled by a policy that is incorporated into the contract to enable the Council to utilise the technology for its own messages and to control the type of advertisement to prevent unacceptable advertisements as well as preventing the promotion of unhealthy foods and beverages.

It is intended that larger billboard and other property-based opportunities' advertising is subject to a concessions contract tender to be placed in the near future. As such no sites are identified except for a single paper billboard site that already exists near the Leaside Industrial Estate. The successful tenderer(s) would need to identify potential sites and obtain town planning consent. The content of advertisements would be controlled by a policy that is already in use for street screens, although it may be updated to reflect the larger sizes and impact of the installations.

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## **Haringey Council's Corporate Advertising and Sponsorship Policy 2019**

### **1. Background**

- 1.1 The purpose of this policy is to give guidance on the principles and procedures relating to any advertising or sponsorship carried by Haringey Council.
- 1.2 The application of the principles of Haringey's advertisement and sponsorship policy are context dependent and will at times require subjective judgements. These will be communicated to advertisers upon request as reasonably required.
- 1.3 The standards and procedures contained herein are consistent with Haringey Council's advertising and sponsorship objectives:
  - i. To ensure that our position and reputation are adequately protected in advertising and sponsorship agreements.
  - ii. To ensure that we adopt a consistent and professional approach towards advertising and sponsorship.
  - iii. To ensure best value is obtained and provided in sponsorship arrangements, including any arrangements made where we receive either money or a benefit in kind.
  - iv. To protect members and individual officers from allegations of inappropriate dealings or relationships with advertisers and sponsors.
  - v. To ensure the council consistently implements its commitment in relation to the Local Government Declaration on Sugar Reduction and Healthier Foods.

### **1.4 Advertisement**

- i. For the purposes of this policy, advertising is defined as the following: "an agreement between Haringey Council and the advertiser where we receive money for the placing of an announcement in our publications (including those produced by the Mayor in relation to their civic, ceremonial and fundraising role), on our website, our intranet and other physical sites (including but not limited to: billboards, hoardings, printed materials and vehicles), from an organisation or individual for the act or practice of calling public attention to one's product or service or to raise awareness."
- ii. This policy clarifies the standards for approval of advertisements.
- iii. The regulation of advertising in the UK is the responsibility of the Advertising Standards Authority (ASA). The ASA applies the Advertising Codes [<http://www.cap.org.uk/Advertising-Codes.aspx>]. Any requirements listed herein are to be regarded as in addition to those required by the ASA UK Code of Non-broadcast Advertising and Direct & Promotional Marketing (CAP Code).
- iv. Haringey Council values advertising revenue and will work to maximise this income stream. Some forms of advertising may be accepted but restricted to certain channels and / or pages on our website. A maximum level of advertising will be set for each channel and intrusive advertising will be avoided.

- v. The appearance of advertisement on any council publication is not an endorsement by Haringey Council of that company, product or service. In order to make this clear all publications with advertising should carry the 'Disclaimer Notice' (Appendix 1).

#### 1.5 Sponsorship

- i. For the purposes of this policy, sponsorship is defined as the following: "an agreement between Haringey Council (including in relation to the Mayor's fundraising activities) and the sponsor, where we receive either money or a benefit in kind for an event, campaign, or initiative from an organisation or individual which in turn gains publicity or other benefits."
- ii. This policy sets the terms upon which sponsorship may be both sought and accepted by Haringey Council.
- iii. We will actively seek opportunities to work with both local and national organisations by identifying sponsorship opportunities of mutual benefit and which are in keeping with our strategic priorities and core values. We welcome all opportunities to work in partnership.

## 2 Standards for approval of advertisements

2.1 Advertisements carried by Haringey Council will not conflict with:

- i. Relevant ASA Advertising Codes.
- ii. Consumer Protection from Unfair Trading Regulations 2008.
- iii. Equality Act 2010.
- iv. The Code of Recommended Practice on Local Authority publicity.  
[<https://www.gov.uk/government/publications/recommended-code-of-practice-for-local-authority-publicity>]
- v. The council's policies, cores values or the stated aims and priorities as set out in the Borough Plan.
- vi. Additional required standards as outlined below [2.2-2.3].

2.2 Advertising will not be accepted if it promotes any of the following:

- i. Weapons, violence or anti-social behaviour of any description.
- ii. Pornography and sexually explicit services and products.
- iii. Loans and speculative financial products.
- iv. Gambling products, services or organisations.
- v. Cosmetic surgery.
- vi. Tobacco and related products, including e-cigarettes / vaping.
- vii. Alcohol.
- viii. Unproven health and weight loss products e.g. weight loss pills.
- ix. Directly or indirectly, food and non-alcoholic drink which is high in any of fat, sugar and salt ('HFSS' products), according to the Nutrient Profiling Model managed by Public Health England. In any case of doubt, it is for the advertiser to show that their product is not HFSS, their advertisement is not promoting HFSS products or there are exceptional grounds. (See appendix 2 for further guidance).

2.3 Advertising will not be accepted if, in Haringey Council's opinion, it is reasonably objectionable on the grounds that it:

- i. does not comply with the law or incites, provokes or condones someone to break the law (particularly crime, violence and antisocial behaviour).
- ii. discriminates on the grounds of age, race, colour, national origin, religion or belief, sexual orientation, gender or disability.
- iii. poses a health and safety risk. For example, as a result of flickering or other visual imagery in the case of digital media.
- iv. could reasonably be seen as likely to cause pressure to conform to an unhealthy body shape, or as likely to create body confidence issues, particularly among young people.
- v. originates from a prohibited organisation, namely
  - a. Political organisations, lobby and campaign groups.
  - b. Manufacturers and distributors of tobacco products and / or alcohol.
  - c. Payday lenders.

- vi. is inappropriate to display because it is of a sensitive, indecent or obscene subject matter and/or content. For example:
  - a. It is of a racial, religious or political nature.
  - b. It affects public support for a political party or a person identified with such a party.
  - c. It is likely to cause widespread or serious offence to reasonable members of the public on account of the nature of the product or service being advertised, the design of the advertisement, its wording or by way of inference\*.
  - d. It in some way touches on socially contentious issues, contains messages which could be regarded as contentious or a subtext which could cause offence\*.
  - e. It can be considered as mocking of a group or citizens.
  - f. It depicts adults or children in a sexual manner or displays nude or semi-nude figures in an overtly sexual context.
  - g. It depicts or refers to indecency or obscenity or uses obscene or distasteful language.
- vii. Conflicts with Haringey council in so far as it:
  - a. appears to compete directly with a council service, income stream and/or the local economy of the area. Examples are out-of-borough further and adult education colleges, shopping centres and adoption/fostering services.
  - b. associates the council with organisations in financial or legal conflict with the council.
  - c. contains negative references to Haringey Council services.
- viii. is unacceptable for some other substantial reason which Haringey Council will identify and explain as reasonably required.

\*Advertisements which promote tolerance, discourage prejudice, and are in line with the Equality Act 2010, will not normally be disapproved on the grounds that they may cause offence or relate to socially contentious issues. Likewise neither will adverts which intend to promote the right to life, liberty or security of the person, or which reasonably promote causes which are not party political.

### **3. Procedures for advertisement approval**

- 3.1 All contracts for corporate advertising will be managed centrally through the Communications Service to ensure that the best terms are negotiated, that standing orders are not breached and to ensure continuity should the person originally party to the agreement change jobs or leave.
- 3.2 The Communications Service will need to see and approve:
- i. All advertising before any Haringey Council publication goes to press or any advertisement is displayed in any part of the council or the borough (including in publications prepared by the Mayor in their civil, ceremonial or fundraising role).
  - ii. The layout, content and placement of any advertising features or supplements.
- 3.3 In all circumstances the Assistant Director of Communications retains the right to disapprove any advertisement or editorial related to advertisements in line with Section 2 of this policy.
- 3.4 Acceptance of advertising does not imply endorsement of products and service by Haringey Council. In order to make this clear all publications with advertising or sponsorship should carry the 'Disclaimer Notice' (Appendix 1).

#### **4. Standards for approval of sponsorship**

4.1 Sponsors carried by Haringey Council must operate within all relevant legislation and guidance including:

- i. UK Code of Non-broadcast Advertising and Direct & Promotional Marketing (CAP Code).
- ii. Code of Recommended Practice on Local Authority Publicity
- iii. The Business Protection from Misleading Marketing Regulations 2008.
- iv. The Consumer Protection from Unfair Trading Regulations 2008.
- v. Equality Act 2010.

4.2 Haringey Council cannot put itself in a position where it might be said that a partnership has, might have, or may be thought to have:

- i. influenced the council or its officers or members in carrying out its statutory functions in order to gain favourable terms from the council in any business or other agreement.
- ii. aligned the council with any organisation which conducts itself in a manner which conflicts with our aims or values.

4.3 Haringey council is not able to enter into agreements for sponsorships which:

- i. are in direct conflict with the council's advertising policy.
- ii. are, at the sole discretion of the communications service, considered inappropriate in regard to the organisation, individual or in respect of particular products.
- iii. involve companies who produce or promote predominantly HFSS foods and / or drinks (according to the Nutrient Profiling Model) including sports drinks, fruit juices and smoothies.
- iv. in accordance with the International Code of Marketing of Breast-milk Substitutes, involve companies who produce or promote infant formula, other infant milks, bottles and teats, and foods marketed as suitable before 6 months of age.

4.4 Sponsorship materials must:

- i. not detract from Haringey's strong corporate identity
- ii. in their nature and content, be consistent with advertising policy as set out in Section 2

## **5. Procedures for sponsorship approval**

- 5.1 Before seeking sponsorship, council officers and the Mayor must consider this policy document and follow the guidelines provided. It is recommended that all potential sponsors are referred to this policy
- 5.2 In accordance with our procurement policy and procedures we may advertise a sponsorship opportunity to potential sponsors.
- 5.3 Sponsorship agreements must be referred to Legal Services for review prior to signing. Before agreeing to any sponsorship opportunity all financial costs must be identified, including the sponsorship equivalent value of any sponsorship in kind.
- 5.4 All sponsorship bids shall be approved by the Assistant Director of Communications and appropriate Cabinet member.
- 5.5 The communications service will agree with the sponsor the nature and content of the publicity and will retain the right to approve all advertising material in line with advertising policy.
- 5.6 Acceptance of sponsorship does not imply endorsement of products and service by Haringey Council. In order to make this clear all publications with sponsorship should carry the Disclaimer Notice in Appendix 1.

**Appendix 1: Disclaimer Notice for advertisement or sponsorship**

'Whilst every effort has been made to ensure the accuracy of advertisements contained in the publication, Haringey Council cannot accept any liability for errors and omissions. Haringey Council cannot accept any responsibility for claims made by advertisers and their inclusion in [name of publication] should not be taken as an endorsement by Haringey Council.'



## Appendix 2 – Guidance for decisions regarding advertising including high fat, salt or sugar food and non-alcohol drinks.

### 1. Definition of high fat, salt, sugar foods

1.1 Consistent with the Transport for London advertising policy effective 25 February 2019 the UK Nutrient Profiling Model (NPM) has been adopted by Haringey Council to define high fat, salt and sugar (HFSS) foods.

1.2 Any revisions to the NPM will be reflected in the advertisement decisions made by the council.

1.3 Explanatory guidance for calculating the Nutrient Profile score for food and drink can be found here: <https://www.gov.uk/government/publications/the-nutrient-profiling-model>. It is the advertisers' responsibility to verify the HFSS status of any product featured in their advertisement.

### 2. Exemptions

2.1 Advertisements including food and non-alcoholic drink considered HFSS under the NPM may be considered for an exception by Haringey if the advertiser or their agent can satisfactorily demonstrate evidence that the product does not contribute (via HFSS diets) to obesity in children or adults.

### 3. Decision Table

Advertisement Content	Outcome	Notes
Only non-HFSS products featured	Approval	Advertisement must also meet standards for approval of advertisements; Section 2.
Only HFSS products featured	Rejection*	
A range of products are featured, including some which are HFSS	Rejection*	A meal or range e.g. meal deal will only be accepted if all products or food items are non-HFSS. Applies across all settings (restaurants, delivery services etc.)
No food or non-alcoholic drink is featured directly, but the advertisement is from a food and non-alcoholic drink brand.	Approval only if the advertisement promotes healthier options, with no HFSS product included*.	Inclusive of ads with brand logos only, directions to a brand's physical, mobile or online presence, or promotional advertising.
Food or non-alcoholic drink is shown incidentally or implied	Probable rejection if the food or non-alcoholic drink can be reasonably considered to be HFSS*	Includes cases in which the depicted food is made from non-food products.
Food and non-alcoholic drink is referenced in text or through graphical representations	Possible rejection if the advertisement can be reasonably considered to promote HFSS food*	Includes cases in which references do not relate to a specific product which can be assessed for its HFSS status.

\*[unless a practical exemption has been agreed for the HFSS product(s)]

## Appendix C

**Report for:** Budget Scrutiny Panels

- Housing and Regeneration Scrutiny Panel, 16<sup>th</sup> December 2019
- Environment and Community Safety Scrutiny Panel, 17<sup>th</sup> December 2019
- Children and Young People Scrutiny Panel, 19<sup>th</sup> December 2019
- Adults and Health Scrutiny Panel, 6<sup>th</sup> January 2020
- Overview and Scrutiny Committee, 14th January 2020

**Item number:**

**Title:** Scrutiny of the 2020/21 Draft Budget / 5 Year Medium Term Financial Strategy (2020/21-2024/25)

**Report authorised by:** Jon Warlow, Director of Finance and Section 151 Officer

**Lead Officer:** Frances Palopoli, Head of Corporate Financial Strategy & Monitoring

**Ward(s) affected:** N/A

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

### 1. Describe the issue under consideration

- 1.1 To consider and comment on the Council's 2020/21 Draft Budget / 5-year Medium Term Financial Strategy (MTFS) 2020/21 – 2024/25 proposals relating to the Scrutiny Panels' remit.

### 2. Recommendations

- 2.1 That the Panels consider and provide recommendations to Overview and Scrutiny Committee (OSC), on the 2020/21 Draft Budget/MTFS 2020/21-2024/25 and proposals relating to the Scrutiny Panel's remit.

### 3. Background information

- 3.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee".
- 3.2 Also laid out in this section is that "the Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee

shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 of the Constitution”.

#### **4. Overview and Scrutiny Protocol**

- 4.1 The Overview and Scrutiny Protocol lays out the process of Budget Scrutiny and includes the following points:
- a. The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their reports shall go to the OSC for approval. The areas of the budget which are not covered by the Scrutiny Review Panels shall be considered by the main OSC.
  - b. A lead OSC member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Review Panels relating to the budget.
  - c. Overseen by the lead member referred to in paragraph 4.1.b, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the new Draft Budget/MTFS. Each Panel shall consider the proposals in this report, for their respective areas. The Scrutiny Review Panels may request that the Cabinet Member for Finance and/or Senior Officers attend these meetings to answer questions.
  - d. Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting in January containing their recommendations/proposal in respect of the budget for ratification by the OSC.
  - e. The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals made by the OSC in relation to the budget.

#### **5. 2020/21 Draft Budget/5 year Medium Term Financial Strategy (MTFS) 2020/21 – 2024/25**

- 5.1 The MTFS agreed by Council in February 2019 recognised a budget gap of £13.1m in 2020/21 that would need to be closed through further budget reductions. The proposed 2020/21 new budget reductions required to help close this gap of £5.5m in 2020/21 (rising to £10.4m by 2024/25) are now presented for scrutiny.
- 5.2 The reason that the required level of budget reduction for 2020/21 has reduced compared to the February forecast is partly due to the announcements in the Spending Round 2019 (SR19). This confirmed social care funding at 2019/20 levels for 2020/21 as well as circa £5m additional funding. This level of Government funding had not been assumed in the last MTFS presented to Cabinet in February 2019. The Live Budgeting approach also contributed, as the Cabinet meeting in July 2019 approved a package of Invest to Save proposals put forward by the Children’s service. This contributed budget reductions of £1.3m to the 2020/21 gap.

- 5.3 Even with the budget reduction options set out in Appendix C being approved when the budget is finalised in February, the draft 2020/21 Budget presented to Cabinet on 10<sup>th</sup> December 2019 still has a gap of £0.6m. Work continues to identify options to bridge this before the final Budget/ MTFS is submitted to Cabinet and Council in February 2020.
- 5.4 Based on the draft 2020/21 Budget/MTFS 2020-2025, further budget reductions of £23.2m will need to be identified across the period 2021/22-2024-25 as highlighted in Appendix B.
- 5.5 This meeting is asked to consider the proposals relating to the services within its remit and to make draft recommendations to be referred to the Overview and Scrutiny Committee on 23rd January 2020 for discussion, prior to approval and referral to Cabinet for consideration in advance of the Full Council meeting on 24<sup>th</sup> February 2020. For reference the remit of each Scrutiny Panel is as follows:
- Housing & Economy Priorities - Housing and Regeneration Scrutiny Panel
  - Place Priority - Environment and Community Safety Scrutiny Panel
  - People (Children) Priority – Children and Young People Scrutiny Panel
  - People (Adults) Priority – Adult and Health Scrutiny Panel
  - Your Council Priority – Overview and Scrutiny Committee
- 5.6 **Appendix (i).** provides a summary of the draft General Fund 2020/21 Budget / MTFS 2020/2025 by priority area.
- 5.7 **Appendix (ii).** provides details of the new revenue and capital budget proposals. A summary is provided, followed by detailed information for each proposal. Any invest to save revenue proposal dependent on capital or flexible use of capital receipts for successful delivery has been clearly identified in the summary.
- 5.8 The then then Secretary of State for the Department for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms over how capital receipts can be used to finance expenditure. The direction allows for the following expenditure to be financed by utilising capital receipts:
- “Expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”*
- 6. Contribution to strategic outcomes**
- 6.1 The Budget Scrutiny process for 2020/21 will contribute to strategic outcomes relating to all Council priorities.
- 7. Statutory Officers comments**
- Finance**

- 7.1 There are no financial implications arising directly from this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

### **Legal**

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

### **Equality**

- 7.4 The draft Borough Plan sets out the Council's overarching commitment to tackling poverty and inequality and to working towards a fairer Borough.
- 7.5 The Council is also bound by the Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
  - Advance equality of opportunity between people who share those protected characteristics and people who do not
  - Foster good relations between people who share those characteristics and people who do not.
- 7.6 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 7.7 The Council has designed the proposals in this report with reference to the aims of the Borough Plan to reduce poverty and inequality. The Council is committed to protecting frontline services wherever we can and the budget proposals have focused as far as possible on delivering efficiencies or increasing income, rather than reduction in services.
- 7.8 As plans are developed further, each area will assess the equality impacts and potential mitigating actions in more detail. Final EQIAs will be published alongside decisions on specific proposals.
- 7.9 Any comments received will be taken into consideration and included in the Budget report presented to Cabinet on 11<sup>th</sup> February 2020.

## **8. Use of Appendices**

Appendix (i). – 5-year Draft General Fund Budget (2020-21) / Medium Term Financial Strategy (2020/21 – 2024/25) - Cabinet 10<sup>th</sup> December 2019

Appendix (ii). – 2020 (New) Budget Proposals

**9. Local Government (Access to Information) Act 1985**

Background papers: 2020/21 Draft Budget / 5-year MTFS (2020/21 –  
2024/25) -Cabinet 10<sup>th</sup> December 2019

## Appendix (i). – Haringey Draft General Fund and Medium Term Financial Plan

	2019/20 Budget	Movement	2020/21 (Draft) Budget	Movement	2021/22 Projected	Movement	2022/23 Projected	Movement	2023/24 Projected	Movement	2024/25 Projected
Priority Area	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	19,067	(816)	18,251	(709)	17,542	(136)	17,406	(136)	17,270	(136)	17,134
People - Children	59,293	(2,942)	56,351	(619)	55,732	(9)	55,723	400	56,123	300	56,423
People - Adults	83,535	(7,390)	76,145	(2,091)	74,054	(1,724)	72,329	3,174	75,503	3,102	78,605
Place	26,954	(2,505)	24,449	(2,061)	22,388	(1,053)	21,335	(64)	21,271	6	21,277
Economy	1,479	(390)	1,089	(120)	969	(130)	839	(120)	719	-	719
Your Council	37,811	(1,509)	36,302	(1,088)	35,214	(790)	34,424	(6)	34,418	-	34,418
Non-Service Revenue	18,530	11,070	29,600	10,144	39,744	10,785	50,529	9,540	60,069	6,266	66,335
Further Savings to be Identified	-	(612)	(612)	125	(487)	(1,209)	(1,696)	(6,946)	(8,642)	(3,766)	(12,409)
<b>Council Cash Limit</b>	<b>246,669</b>	<b>(5,094)</b>	<b>241,575</b>	<b>3,580</b>	<b>245,156</b>	<b>5,734</b>	<b>250,889</b>	<b>5,842</b>	<b>256,731</b>	<b>5,772</b>	<b>262,503</b>
Planned Contributions form Reserves	(5,487)	5,487	-	-	-	-	-	-	-	-	-
<b>Total General Fund Budget</b>	<b>241,182</b>	<b>393</b>	<b>241,575</b>	<b>3,580</b>	<b>245,156</b>	<b>5,734</b>	<b>250,889</b>	<b>5,842</b>	<b>256,731</b>	<b>5,772</b>	<b>262,503</b>
<b>Funding</b>											
Council Tax	(101,981)	(5,130)	(107,111)	(3,224)	(110,335)	(3,321)	(113,656)	(3,421)	(117,077)	(3,524)	(120,600)
Council Tax Surplus	(3,850)	1,700	(2,150)	-	(2,150)	-	(2,150)	-	(2,150)	-	(2,150)
RSG	0	(22,030)	(22,030)	(441)	(22,471)	(449)	(22,920)	(458)	(23,378)	(468)	(23,846)
Retained Business Rates	(33,484)	11,664	(21,820)	(1,339)	(23,158)	(418)	(23,576)	(416)	(23,992)	(480)	(24,472)
Top up Business Rates	(65,196)	7,525	(57,671)	(5,089)	(62,760)	(1,133)	(63,892)	(1,126)	(65,018)	(1,300)	(66,319)
NNDR Growth	(3,084)	2,684	(400)	400	-	-	-	-	-	-	-
<b>Total (Main Funding)</b>	<b>(207,595)</b>	<b>(3,586)</b>	<b>(211,181)</b>	<b>(9,692)</b>	<b>(220,873)</b>	<b>(5,321)</b>	<b>(226,194)</b>	<b>(5,421)</b>	<b>(231,615)</b>	<b>(5,772)</b>	<b>(237,387)</b>
New Homes Bonus	(2,540)	341	(2,199)	-	(2,199)	-	(2,199)	-	(2,199)	-	(2,199)
Public Health	(19,677)	(551)	(20,228)	(405)	(20,632)	(413)	(21,045)	(421)	(21,466)	-	(21,466)
Other core grants	(11,370)	3,403	(7,967)	6,517	(1,450)	-	(1,450)	-	(1,450)	-	(1,450)
<b>TOTAL (Core/Other External Grants)</b>	<b>(33,587)</b>	<b>3,193</b>	<b>(30,394)</b>	<b>6,112</b>	<b>(24,282)</b>	<b>(413)</b>	<b>(24,694)</b>	<b>(421)</b>	<b>(25,115)</b>	<b>-</b>	<b>(25,115)</b>



## Appendix (ii). – 2020 (New) Budget Proposals

- Housing & Economy Priorities - Housing and Regeneration Scrutiny Panel
- Place Priority - Environment and Community Safety Scrutiny Panel
- People (Children) Priority – Children and Young People Scrutiny Panel
- People (Adults) Priority – Adult and Health Scrutiny Panel
- Your Council Priority – Overview and Scrutiny Committee

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## MTFS Budget Reduction Proposals - Housing

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25- HO01	Housing	Service redesign	Transferring PSLs to the CBS	Private Sector Leasing properties are leased by the Council from private landlords for between one and five years with a guaranteed rent for the term of the lease. Leases are mainly based on 90% of the 2011 LHA plus a £40 a week management fee (the latter being a transfer from FHSG). The CBS has been established to lease properties purchased by the Council to use them as TA or to discharge homelessness. Unlike the Council, the CBS can charge the current (2019) Local Housing Allowance (LHA) for the area the property is located in. Therefore moving these leases could mean total additional rental income of £1.19m if all leases were transferred. This would require, in each case, the landlords agreement to do so and additional incentives may be required. A reduction in savings of 25% has thus been included to account for this and additional costs	68	136	136	136	136	612	-
20/25- HO02	Housing	Increase in income	HfH and Council Housing Programme-funding for Carbon Management team time	The Carbon Management Team undertakes a significant amount of work for Homes for Haringey and the Council housing delivery team. This proposal would make provision for the Carbon Management Team to recharge the Housing Revenue Account for this work. This work is undertaken by staff funded through general fund revenue budgets, and as such an equivalent saving can be made to the general fund revenue budget through recharge from the HRA.	40	-	-	-	-	40	-
<b>TOTAL - HOUSING</b>					<b>108</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>652</b>	<b>0</b>

**20/25 - HO01**

<b>Title of Option:</b>	Transferring PSLs to the CBS		
<b>Priority:</b>	Housing	<b>Responsible Officer:</b>	Alan Benson
<b>Affected Service(s) and AD:</b>	HRP	<b>Contact / Lead:</b>	Alan Benson

- 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]

Private Sector Leasing (PSL) properties are leased by the Council from private landlords for between one and five years, with a guaranteed rent for the term of the lease. Historically the rent paid to the landlords was based on the Local Housing allowance (LHA) – the maximum rent covered by the DWP for those on Housing Benefits, plus a £40 top up fee that the LA paid, which was covered by a grant from Govt called the Temporary Accommodation Management Fee (TAMF).

In April 2017, the DWP reduced the amount of Housing Benefit which could be paid to tenants of the Council’s PSL properties to 90% of the 2011 LHA. At the same time, TAMF was abolished, replaced by the Flexible Homelessness Support Grant (FHSF), which the Council can use for any homelessness purpose. As the existing leases and tenant rents are based on the previous levels, the funding for the £40 a week management fee (and the shortfall between LHA and 90% 20-11 LHA) is being funded from the FHSF.

The CBS has been established to lease properties purchased by the Council to use them as TA or to discharge homelessness. Unlike the Council, the CBS can operate at the full current (2019) LHA for the area the property is located in. So transferring the leases from the Council to the CBS can save the Council the cost of making up the shortfall in rent to the landlord and paying the £40 a week top up from the FHSF. That is, the aim is to maintain the same level of rent paid to the landlord, but reduce the cost to the Council, while ensuring that tenants face no increase in housing costs.

## 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	- 61	- 136	- 136	- 136	- 136	- 605

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

**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?  
(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	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.

<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><b>Positive Impacts</b></p> <p>This may increase the income/incentives received by some partner landlords who rent properties to homeless households</p>
<p><b>Negative Impacts</b></p> <p>N/A</p>

  

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p>
<p>This proposal, of itself, neither prevents nor enhances the Council's ability to meet its statutory responsibilities</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
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



20/25-H002

<b>Title of Option:</b>	HfH and Council Housing Programme- funding for Carbon Management team time		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	Joe Baker/Chris Liffen
<b>Affected Service(s) and AD:</b>	Emma Williamson	<b>Contact / Lead:</b>	Joe Baker

- 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 Carbon Management Team undertake a significant amount of work for Homes for Haringey. This proposal would make provision for the Carbon Management Team to recharge HfH for this work. This work is undertaken by currently Carbon Management staff who are funded through general fund revenue budgets and as such an equivalent saving can be made to the general fund revenue budget through recharge from the HRA. This saving would be made in 2020/21 and then built into the base budget going forward. Carbon reduction and improving housing quality are both set out in the Borough Plan - under Housing Outcome 3, and Place Outcome 9.

## 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	40	-	-	-	-	40

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

#### 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		

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>Adjustments made to budgets as required, with the transfer of funding from the HRA to Carbon Management</p>

**Impact / non-financial benefits and disbenefits**

<p>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)</p>
<p><b>Positive Impacts</b></p> <p>N/A</p>
<p><b>Negative Impacts</b></p> <p>N/A</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.

**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

## MTFS Budget Reduction Proposals - Economy

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-EC01	Economy	New Delivery Model	Head Lease Acquisition Programme	The proposal is to allocate capital budget to enable the acquisition by the Council of as many head-leases as possible on sites where the Council already owns the freehold, in order for the Council to stop paying rent to these landlords and to receive all of the passing rent from those properties which are tenanted by commercial or other tenants.	100	120	130	120	-	470	-
20/25-EC02	Economy	Stopping / reducing service	Reduction of North Tottenham Regeneration revenue budgets	The proposal is to reduce general fund revenue costs in North Tottenham budgets (Northumberland Park and High Road West) by reducing expenditure on e.g. some community engagement activities and events.	75	-	-	-	-	75	-
20/25-EC03	Economy	Service redesign	Alternative funding model for sites delivery work	Regeneration officers are engaged in a significant amount of work on the delivery of sites which will result in new housing (including affordable housing). This proposal is to review that activity and identify where general fund revenue could be displaced by either S106 funding or new capital budgets.	100	-	-	-	-	100	-
20/25-EC04	Economy	Service redesign	Use of Strategic Acquisitions budget for sites delivery work	The Regeneration service has submitted a bid for new capital funding for Employment-Led sites delivery. This proposal would seek to offset the impact of these costs on revenue budgets. The proposal is to identify costs within the service that are eligible for this funding, and to apply LBH Capital to offset LBH revenue spend. Achieving these savings will require a corresponding capital allocation.	75	-	-	-	-	75	-
20/25-EC05	Economy	Service redesign	Increased capitalisation of staff time and project costs	As of 19/20, the Regeneration service has rapidly increased its capitalisation of costs, which is now high in all Area Regeneration budgets. The proposal is to capitalise further, using an increased capital budget for Tottenham Hale. A bid to increase the existing Streets & Spaces and Green & Open Spaces capital lines (Schemes 401 and 402) has been submitted, on the grounds of construction inflation and increased capitalisation requirements.	75	-	-	-	-	75	-
20/25-EC06	Economy	Increase in income	Increased recharge to HRA	The service is now engaged in a significant amount of work on estates and on the delivery of new affordable housing, which would be eligible for HRA spend. The proposal is to increase the amount of revenue funding provided from the HRA each year. A review of the HRA budget is underway, and it is proposed that this work accommodates an increased recharge from Regeneration on a yearly basis, reflecting new workstreams on estates and towards the delivery of affordable housing.	100	-	-	-	-	100	-
20/25-EC07	Economy	Service redesign	HRP Senior Restructure	In June 2019, the S&R committee approved the senior management restructure within Housing, Regeneration & Planning. With a number of changes taking place within the Directorate, the restructure was an opportunity to streamline the structure, align responsibilities to achieve maximum efficiency and eliminate duplication while recognising the need to build a confident and stable approach to Housing, Regeneration and Planning.	30	-	-	-	-	30	-
20/25-EC08	Economy	Increase in income	Strategic Property Unit – New Income Outdoor Media	This proposal comprises an opportunity to achieve new income potential by securing rental payments from outdoor media companies. This includes digital billboards and an innovative building wrap with a digital display for advertising purposes and council messages.	100	-	-	-	-	100	-
20/25-EC09	Economy	Increase in income	Strategic Property Unit – New Income Rent Reviews	The saving arises from rent reviews that have been identified as overdue. Two agency employees have achieved the target savings in the years 2018/2020 to date and further savings have been identified and agreed with tenants as rent increases.	100	-	-	-	-	100	-
20/25-EC10	Economy	Increase in income	Strategic Property Unit – New Income 5g	This proposal comprises an opportunity to achieve new income potential by securing rental payments from Mobile Operators and Infrastructure providers.	20	-	-	-	-	20	-
<b>TOTAL - ECONOMY</b>					<b>775</b>	<b>120</b>	<b>130</b>	<b>120</b>	<b>0</b>	<b>1145</b>	<b>0</b>

## 20/25 - EC01

<b>Title of Option:</b>	Head Lease Acquisition Programme		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	Christine Addison
<b>Affected Service(s) and AD:</b>	HRP	<b>Contact / Lead:</b>	Bill Ogden

- 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]

Over the years the Council has entered into several lease agreements with third party landlords. The current schedule (Excel attached) lists 21 such leases. Some were entered into in order to support regeneration and economic development objectives, others to support operational requirements which have since disappeared, and others for reasons that are unclear from the files. The leases range from entire industrial estates to individual commercial units across the borough. The terms of these leases range from medium term to long leases.

•The acquisition of these leases will rationalise the Council’s property portfolio enabling the authority to better support economic growth and employment through more effective management of its property holdings and in support of the Economy objectives of the Borough Plan 2019-23.

- The project will better enable the Council to fulfil its obligations to tenants by becoming their direct landlord rather than an intermediary landlord.

- The project will comprise of the following elements:

- Commercial Review

- Legal Advice

## 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	- 100	- 120	- 130	- 120	-	- 470

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

**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?  
(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	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

<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><b>Positive Impacts</b></p> <p>Lower management resource requirements as Council becomes the 'sole landlord' with no head lessee to deal with.</p>
<p><b>Negative Impacts</b></p> <p>N/A</p>

  

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p>
<p>Strengthens the Council's control in managing the estates.</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
Owner unwilling to sell/abortive fees	L	M	Early approaches to head lessees

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

## 20/25-EC02

<p>Description of Option:</p> <ul style="list-style-type: none"> <li>•What is the proposal in essence? What is its scope? What will change?</li> <li>•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)</li> <li>•How does this option ensure the Council is still able to meet statutory requirements?</li> <li>•How will the proposal deliver the benefits outlined?</li> </ul> <p>[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]</p>
<p>The proposal is to reduce general fund revenue costs in North Tottenham budgets (Northumberland Park and High Road West).</p> <p>This proposal should be considered alongside EC011, increased recharge from HRA, and the effects of that proposal on North Tottenham GF revenue funding</p> <p><i>The proposal is to reduce general fund revenue costs in North Tottenham budgets.</i></p> <p><i>This proposal should be considered alongside EC011, increased recharge from HRA, which in effect should mean that services would not be impacted as the funding will be provided via the HRA. A review of the HRA budget is underway and it is proposed that these linked proposals are accommodated.</i></p> <p><i>This proposal is also linked to a submitted capital bid for Northumberland Park public realm, which could displace activities otherwise delivered through general fund revenue.</i></p> <p><i>High Road West has an existing capital budget, which could again displace general fund revenue spend.</i></p> <p><i>Through a combination of above proposals, the intention is to avoid a reduction in activities if possible. However, this may be necessary if neither a further allocation of HRA nor new capital funding for Northumberland Park is achieved.</i></p>

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	75	-	-	-	-	75

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

#### 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		

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>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.</p>

**Impact / non-financial benefits and disbenefits**

<p>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)</p>
<b>Positive Impacts</b>
<p>None</p>
<b>Negative Impacts</b>
<p>None - activities not to be reduced as funding will be provided via the HRA.</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><b>Positive Impacts</b></p> <p>None</p>
<p><b>Negative Impacts</b></p> <p>Potential for reduced ability to obtain external grant funding due to a lack of match funding as general fund revenue decreases.</p> <p>Potential for reduced capacity for non-HRA rechargeable activities in HRW and Northumberland Park.</p>
<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p> <p>N/A</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
Overspend on reduced budgets	M	M	

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



## 20/25-EC03

<b>Title of Option:</b>	Alternative funding model for sites delivery work		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	Peter O'Brien
<b>Affected Service(s) and AD:</b>	Peter O'Brien	<b>Contact / Lead:</b>	Liz Skelland / David Lee

- 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]

Regeneration officers are engaged in a significant amount of work on the delivery of sites which will result in new housing (including affordable housing). This proposal is to review that activity and identify where general fund revenue could be displaced by HRA based on eligibility. Should it be identified that the activity is not HRA legible, other sources of funding will be identified.

**Please note** that the earlier version of this pro forma indicated a cumulative savings of £500k. This was not correct; the proposal is that £100k per year is saved, meaning that a total allocation of funding of £500k is required in order to ensure this is sustainable up to 2024/25.

## 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	100	-	-	-	-	100

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

**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**

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	01/04/2020
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. 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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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

## 20/25-EC04

<p>Description of Option:</p> <ul style="list-style-type: none"><li>•What is the proposal in essence? What is its scope? What will change?</li><li>•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)</li><li>•How does this option ensure the Council is still able to meet statutory requirements?</li><li>•How will the proposal deliver the benefits outlined?</li></ul> <p>[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]</p>
<p>The Regeneration service has submitted a bid for new capital funding for Employment-Led sites delivery. This proposal would seek to offset the impact of these costs on revenue budgets.</p> <p>The proposal is to identify costs within the service that are eligible for this funding, and to apply LBH Capital to offset LBH revenue spend. This should be considered alongside other proposals to utilise new funding sources for sites work (see EC008), utilising S106 affordable housing contributions for sites which will deliver affordable housing), although this proposal focuses on employment-led schemes.</p> <p>Achieving these savings will require a successful capital bid.</p>

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	75	-	-	-	-	75

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

#### 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

#### 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?			

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>No consultation would be required. Implementation requires approval from Finance colleagues on the relevant Capital bid.</p>

**Impact / non-financial benefits and disbenefits**

<p>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)</p>
<p><b>Positive Impacts</b></p> <p>None</p>
<p><b>Negative Impacts</b></p> <p>None - no reduction in activities</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.

**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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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?	Yes
<a href="#">EqIA Screening Tool</a>	
Is a full EqIA required?	No

## 20/25-EC05

<b>Title of Option:</b>	Increased capitalisation of staff time and project costs		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	John O'Keefe
<b>Affected Service(s) and AD:</b>	Peter O'Brien	<b>Contact / Lead:</b>	Liz Skelland / David Lee

- 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]

As of 19/20, the service has rapidly increased its capitalisation of costs, which is now high in all Area Regeneration budgets (North and South Tottenham, and Wood Green.)

The proposal is to capitalise further, utilising an increased capital budget for Tottenham Hale. A bid to increase the existing Streets & Spaces and Green & Open Spaces capital lines (Schemes 401 and 402) has been submitted, on the grounds of construction inflation and increased capitalisation requirements. In the meantime the source of further capitalisation is not clear, and it should be noted targets for capitalisation in 19/20 are already challenging.

## 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	75	-	-	-	-	75

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

#### 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.
<b>Positive Impacts</b>
None
<b>Negative Impacts</b>
None - no reduction in activities

  

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
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

## 20/25-EC06

<p>Description of Option:</p> <ul style="list-style-type: none"> <li>•What is the proposal in essence? What is its scope? What will change?</li> <li>•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)</li> <li>•How does this option ensure the Council is still able to meet statutory requirements?</li> <li>•How will the proposal deliver the benefits outlined?</li> </ul> <p>[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]</p>
<p>The service is now engaged in a significant amount of work on estates and on the delivery of new affordable housing, which would be eligible for HRA spend.</p> <p>The proposal is to increase the amount of revenue funding provided from the HRA each year. A review of the HRA budget is underway, and it is proposed that this work accommodates an increased recharge to Regeneration on a yearly basis, reflecting new workstreams on estates and towards the delivery of affordable housing.</p> <p>This proposal should be considered alongside EC007 - reduction in North Tottenham budgets.</p>

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	100	-	-	-	-	100

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



#### 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?			

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>No consultation would be required. Housing colleagues would need to agree the increased allocation of HRA funding.</p>

**Impact / non-financial benefits and disbenefits**

<p>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)</p>
<b>Positive Impacts</b>
<p>None</p>
<b>Negative Impacts</b>
<p>None - no reduction in activities</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.

**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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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

## 20/25-EC07

<b>Title of Option:</b>	HRP Senior Restructure		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	Dan Hawthorn
<b>Affected Service(s) and AD:</b>	HRP	<b>Contact / Lead:</b>	Tasleem Hamid

- 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]

In June 2019, a senior management restructure within Housing, Regeneration & Planning was approved. The directorate was restructured in a way that will best allow it to achieve the recently updated corporate priorities, as expressed in the Borough Plan, within the available resources. With a number of changes taking place within the Directorate, the restructure was an opportunity to streamline the structure, align responsibilities to achieve maximum efficiency and eliminate duplication while recognising the need to build a confident and stable approach to Housing, Regeneration and Planning. The restructure also created 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. The saving presented here has been achieved as a result of that restructure.

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	- 30	-	-	-	-	- 30

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

#### 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 restruture 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

<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?</p> <p>List both positive and negative impacts.</p>
<p><b>Positive Impacts</b></p> <p>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.</p>
<p><b>Negative Impacts</b></p> <p>None anticipated.</p>
<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p> <p>N/A</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
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

## 20/25-EC08

<p>Description of Option:</p> <ul style="list-style-type: none"> <li>•What is the proposal in essence? What is its scope? What will change?</li> <li>•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)</li> <li>•How does this option ensure the Council is still able to meet statutory requirements?</li> <li>•How will the proposal deliver the benefits outlined?</li> </ul> <p>[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]</p>
<p>This proposal comprises an opportunity to achieve new income potential by securing rental payments from outdoor media companies.</p> <p>We estimate that in 2020/21 a new income of £100k per annum could be achieved from outdoor media including digital billboards and an innovative building wrap with a digital display for advertising purposes and council messages.</p> <p>It will not be necessary to procure additional staff resources to secure this income. Any in-house legal costs would be met by the outdoor media company.</p> <p>This proposal is in addition to the MTFS savings secured previously for 2019/20 – 2023/24.</p>

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	- 100	-	-	-	-	- 100

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

**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		

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>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.</p> <p>The implementation phase is from July 2020 to March 2021.</p> <p>Success will be measured by achieving signed licences with the projected income target met.</p>

**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>
<b>Positive Impacts</b>
<p>N/A</p>
<b>Negative Impacts</b>
<p>N/A</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.

**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

## 20/25-EC09

<b>Title of Option:</b>	Strategic Property Unit – New Income Proposal		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	Christine Addison
<b>Affected Service(s) and AD:</b>	Housing, Regeneration & Planning	<b>Contact / Lead:</b>	Bill Ogden

- 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 proposed saving arises from rent reviews that have been identified as overdue. Two agency employees have achieved the target savings in the years 2018/2020 to date and further savings have been identified and agreed with tenants as rent increases. We estimate this would achieve a net increased income to the Council during 2020/21 of £100k per annum. It is not proposed to retain an agency valuer for this work beyond 31st March 2020.

This proposal is in addition to the MTFS savings proposal previously submitted for 2019/20 – 2023/24.

## 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	- 100	-	-	-	-	- 100

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

**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?  
(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?	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

<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><b>Positive Impacts</b></p> <p>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 .</p>
<p><b>Negative Impacts</b></p> <p>N/A</p>

  

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p>
<p>The Council is under an obligation to ensure it achieves best value from the commercial portfolio</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
Tenant affordability	M	M	Good communication and dialogue with tenants, with agreement of stepped rents and payment plans if appropriate

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

## 20/25-EC10

<p>Description of Option:</p> <ul style="list-style-type: none"> <li>•What is the proposal in essence? What is its scope? What will change?</li> <li>•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)</li> <li>•How does this option ensure the Council is still able to meet statutory requirements?</li> <li>•How will the proposal deliver the benefits outlined?</li> </ul> <p>[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]</p>
<p>This proposal comprises an opportunity to achieve new income potential by securing rental payments from Mobile Operators and Infrastructure providers.</p> <p>It is anticipated that during 2021 the income from Mobile Operators and Infrastructure providers will be £20k pa. which could be achieved from rent on access to lampposts and tall building roofs.</p> <p>It will not be necessary to procure additional staff resources to secure this income. Any in-house legal costs would be met by the Mobile Operator or infrastructure company.</p> <p>This proposal is new as it utilises assets previously unused for the purpose of installing technology to deliver 5G networks.</p>

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	- 20	-	-	-	-	- 20

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

**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 the 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 able to achieve planning consent, 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.
<b>Positive Impacts</b>
N/A
<b>Negative Impacts</b>
N/A

  

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
N/A

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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



REF	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
4001	Economy	Borrowing	Maintenance of Tottenham Green Workshops	700	50	-	-	-	750
4002	Economy	CIL/Other	Northumberland Park estate area public realm	500	500	-	-	-	1,000
4003	Economy	CIL/Other	The Tottenham Hale DCF schemes	2,000	3,000	-	-	-	5,000
4004	Economy	Self-Financing	Borough wide Strategic Acquisitions	34,250	14,750	14,000	10,000	12,000	85,000
4005	Economy	Self-Financing	SME Workspace Intensification	350	2,000	3,500	4,000	-	9,850
4006	Economy	Self-Financing	Acquisition of head leases	10,000	10,000	12,000	-	-	32,000
4007	Economy	Self-Financing	Tottenham Hale Decentralised Energy Network (DEN)	-	500	3,000	3,000	-	6,500
4008	Economy	Self-Financing	Wood Green Decentralised Energy Network (DEN)	-	-	2,000	4,000	1,000	7,000
4009	Economy	Self-Financing	Additional Carbon Reduction Project	1,750	3,000	3,000	3,000	3,000	13,750
4010	Economy	Self-Financing	Selby Urban Village Project	-	5,000	25,000	25,000	15,000	70,000
4011	Economy	Borrowing	Commercial Property Remediation	500	-	-	-	-	500

**Total**

<b>50,050</b>	<b>38,800</b>	<b>62,500</b>	<b>49,000</b>	<b>31,000</b>	<b>231,350</b>
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**MTFS Capital Schedule - Economy****Capital maintenance of the Tottenham Green Workshop 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4001	Maintenance of Tottenham Green Workshops	750	0	0	<b>750</b>

Capital has been allocated to the external repair of the fabric of Tottenham Green Workshops for 2020/21 in the sum of £0.5m. It is evident that further repairs are urgently required to maintain the windows which requires access via scaffolding. An additional allocation of £0.75m (above the £0.5m in the programme for 2021/22) is proposed to address boiler control issues and to refurbish the windows concurrently with the roof renewal that is already in the capital programme to make significant savings on scaffolding by concurrent use.

**Northumberland Park Estate public realm improvements**

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4002	Northumberland Park estate area public realm	0	1,000	0	<b>1,000</b>

The Council is engaged in refreshing its 'Overarching Approach' to estate improvement plans for Northumberland Park, by clearly defining local priorities and engaging on potential interventions. The first phase of this work will involve master planning and procurement of consultants/architects to undertake a review of opportunities for: Public realm and wayfinding improvements; social and community infrastructure further developments (i.e. garage blocks). Phase 2 will then proceed to procure and deliver identified works. Both phases are now expected to be largely HRA-funded due to the nature of these projects as estate improvement activities. However, other related works fall outside of the scope of HRA funding. These include improvements to the immediate environment around Northumberland Park station, ensuring fit for purpose transport infrastructure and an appropriate 'arrival experience'; public realm works outside the boundaries of the estate, including those on non-estate highways; improvements to local industrial. This proposal would therefore provide funding over the next two financial years towards a series of projects, to be further defined by end of 20/21. This funding could also provide Council match to future funding bids to expand this work.

**Tottenham Hale DCF scheme 2020/21 – 2024/25**

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
4003	The Tottenham Hale DCF schemes	0	5,000	0	<b>5,000</b>

The Tottenham Hale District Centre Framework, alongside the Tottenham Area Action Plan, provides direction for the future development of Tottenham Hale. The DCF is supported by: The Streets and Spaces Strategy, which identifies improvements which create a safe and attractive network of pedestrian and cycle routes, reduces the dominance of cars and traffic,

encourages opportunities for community activity, creates easily maintained public realm and introduces street planting, trees and landscaping, and; The Green and Open Spaces Strategy, which seeks to enhance access to nature and the Lea Valley with improved routes and bridges, bring its natural qualities into the area, and invest significantly in the Paddock and Down Lane Park.

However, these strategies were consulted on, formulated and costed from 2014-2016, and costs required to deliver these interventions have since increased due to construction inflation increasing the base cost of delivery.

#### **Strategic Acquisitions Budget 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4004	Borough wide Strategic Acquisitions	0	0	85,000	<b>85,000</b>

There is currently a 'Site Acq (Tott & Wood Green)' line in the capital strategy. In the past this capital budget has been used to acquire sites within these two regeneration areas, where there was an identified benefits, including: the delivery of new housing, including affordable housing; the delivery of new or intensified workspace; achieving 'marriage value' with other nearby sites already in Council ownership and thereby strengthening the Council's position when seeking to make best use of its own land; the opportunity to relocate a given occupant from another site, freeing up other land in Council ownership to deliver against Borough Plan objectives. The proposal is to expand the remit of the budget to cover the whole of the borough and to increase the overall budget.

#### **Expanded or intensified employment space 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4005	SME Workspace Intensification	0	0	9,850	<b>9,850</b>

This proposal would make the best use of Council land where there are suboptimal uses of workspaces and provide for the ability to expand workspace. Income would be generated through an increased rent roll and increased business rates.

#### **Council acquisition of head leases on properties within the commercial portfolio 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4006	Acquisition of head leases	0	0	32,000	<b>32,000</b>

The Council's commercial portfolio includes several industrial estates where head leases and freeholds are held by third parties where a significant proportion of rental income from tenants is paid to the head lessor. Agents have been appointed to review the performance of the commercial portfolio with a view to providing a report with recommendations. The proposal is for funding to acquire the head leases, with each acquisition being subject to the

approval of a business case. It may not be possible to acquire all or indeed any of the head leases as it will be a matter of an agreement between the Council and the head lessor.

#### **Tottenham Hale Decentralised Energy Network 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4007	Tottenham Hale Decentralised Energy Network (DEN)	0	0	6,500	<b>6,500</b>

The proposal is for the construction of a decentralised energy network (DEN) in Tottenham Hale to supply the neighbourhood with affordable low carbon energy. The Council has completed feasibility work which suggests an energy centre can be accommodated on council owned premises. Provisional costings pro-rated from North Tottenham OBC Cost Plan and informed by the Tottenham Hale feasibility study have been prepared. Cabinet recently appointed technical advisers to create the OBC for the DEN's and if the OBC is robust they will assist in the procurement. The Council would fit out the energy centre to supply energy to surrounding buildings. This is anticipated to include around 2,000 new homes currently under construction by Argent-Related, Berkeley and Notting Hill Genesis as well as the Council's scheme at Ashley Road Depot. These schemes all have Planning Agreements which require them to negotiate a heat supply arrangement with the Council and pay reasonable connection charges. The DEN programme contributes directly to delivery of the following Borough Plan objectives:

- a) to reduce Haringey's carbon emissions by 40% by 2020 against a 2005 baseline;
- b) To lead on delivery of an energy network where more sustainable energy is generated for use within the borough;
- c) To explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty;
- d) To develop a plan for Haringey to be Zero Carbon by 2050; as well as supporting several other objectives.

#### **Wood Green Decentralised Energy Network 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4008	Wood Green Decentralised Energy Network (DEN)	0	0	7,000	<b>7,000</b>

This budget is for the construction of a decentralised energy network (DEN) in Wood Green to supply the neighbourhood with affordable low carbon energy. The Council has secured an energy centre in the Clarendon Square development through the planning system which must be leased to the Council. The Council would fit out the energy centre to supply energy to surrounding buildings. Provisional costings have been pro-rated from North Tottenham OBC Cost Plan. The DEN programme contributes directly to delivery of the following Borough Plan objectives:

- a) to reduce Haringey's carbon emissions by 40% by 2020 against a 2005 baseline;
- b) To lead on delivery of an energy network where more sustainable energy is generated for use within the borough;

- c) To explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty;
- d) To develop a plan for Haringey to be Zero Carbon by 2050; As well as supporting several other objectives.

#### **Additional Carbon Reduction Project 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4009	Additional Carbon Reduction Project			13,750	<b>13,750</b>

The proposal is to provide additional funding to schemes as they come forward so that they move the Council to achieving its carbon reduction targets. Release of the funding will be subject to the approval of a business case.

#### **Selby Urban Village project 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4010	Selby Urban Village Project	0	0	70,000	<b>70,000</b>

The Selby Urban Village project is an ambitious development arising from a shared aspiration between Haringey Council and the Selby Trust to deliver a community focused, mixed-use scheme on the Selby Centre and Bull Lane Playing Field sites and will support the Council's Priorities set out in the Borough Plan. This scheme is an example of the Council's commitment to building new homes and in particular council homes and improving living standards for, and in partnership with, our local community, to ensure they can participate and benefit from the investment in their neighbourhood. For the Selby Centre this is a great opportunity to improve the existing provision for the community. By being part of the co-design and delivery of a centre, and building, in which the Trust and its users really thrive and continue to be a valued asset to the community. The inclusion of Bull Lane (Playing field) as part of the re-development, could deliver significant improvements to the area, including state-of-the-art community sporting provisions – enabling local people to participate and enjoy recreational and sports activities.

Both the council and the Selby Trust are committed to the collaborative redevelopment of the site to ensure this best serves the local community by providing housing, community provisions as well as space for businesses to thrive and local people to enjoy and prosper. Cabinet agreed the appointment of a master planner at its meeting of the 8th October 2019.

#### **Further remediation of the condition of the commercial property portfolio 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
4011	Commercial Property Remediation	500	0	0	<b>500</b>

The Council's commercial portfolio has been underinvested in in the recent past as its future was uncertain. Now that the Council has decided its future there is a need to invest to

maintain and improve it so that the income stream associated with the properties is maintained and possibly improved.

#### Yearly Investments

Economy	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	103,180	102,006	53,161	70,990	0	329,337
New Capital Bids	50,050	38,800	62,500	49,000	31,000	231,350
<b>Total</b>	<b>153,230</b>	<b>140,806</b>	<b>115,661</b>	<b>119,990</b>	<b>31,000</b>	<b>560,687</b>

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## MTFS Budget Reduction Proposals - Place

REF	Capital Scheme Ref/Flexible Use of Capital Receipts	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25-PL01		Place	New Delivery Model	Selective Licensing	To consider Selective Licensing of the Private Rented sector for 60% of the Borough . The overall aim is to improve living standards and make landlords accountable for the management of their properties. The proposal is for a Selective Licensing fee of £600. Saving assume 60% of the Borough will be licenced. Saving relate to existing costs of established positions ( highlighted in yellow on the spreadsheet) . To maximise the use of additional fee income recharges for ancillary services such as ASB enforcement officers (noise, nuisance, waste, anti-social behaviour) and corporate overheads will be charged against the HMO licence fees. Training costs will be applicable during service delivery.	-	-	239	-	-	239	-
20/25-PL02		Place	Increase in income	Debt Recovery	Dedicated team of officers to proactively chase payment of outstanding debts from unpaid PCN's. Use of new IT system, additional CEO's and nuisance vehicle contract to remove offending vehicles and encourage payment of outstanding debt and improve overall recovery rate percentage. PL09 is an invest to save proposal, there is a required £150k Service Revenue investment to generate £360k income, with a net savings of £210k	210	-	-	-	-	210	-
20/25-PL03	FUCR	Place	Increase in income	CCTV enforcement of weight limits and emissions through ANPR/DVLA check	Use of new technology cameras to record vehicle reg plates and immediately look up DVLA database to establish vehicle weight and emissions. Will require significant investment in infrastructure and back office arrangements.	62	280	300	-	-	642	300
20/25-PL04		Place	Increase in income	Increase permit charges for highest emitting 'petrol' vehicles	A flat fee increase in Permit charge for the most polluting petrol emission band(s). Note a flat fee increase for diesel vehicles is already under consideration within Parking Action Plan and Parking Transformation. The new IT system would allow us to implement more dynamic permit and on street charges. The IT system will also allow us to determine the number of vehicles in each of the emissions band, so we will have accurate data to base decisions	75	25	-	-	-	100	-
20/25-PL05		Place	Increase in income	Increased trade waste	Invest to save model by increasing enforcement of trade waste to drive up compliance and income. Ensure time banding is adhered to and traders do not use residential collection services for their waste. Offending traders to be visited by Veolia-Haringey sales team. A three-month trial is recommended to quantify the overall benefits of this project to LBH . Traders who appear to be without contracts and traders who appear to have insufficient capacity will be visited.	25	-	-	-	-	25	-
20/25-PL06		Place	Efficiency savings	Contact Centre Efficiencies	The Veolia Contact Centre resource consists of ten staff who deal with reports of missed collections, cleansing requests, complaints and taking payment for charged services (e.g. Green Waste and Bulky collections). This proposal is to reduce the size of the team by two staff, seeking to channel shift customers online but ultimately accepting a lower level of responsiveness to customers (performance is currently high).	-	50	-	-	-	50	-
20/25-PL07		Place	Efficiency savings	Mechanisation of High Street Cleansing	We will move to an outcome based cleansing model that increases the use of machinery and ensures that resources are deployed to maintain streets to a consistent standard across the borough. We need further time to carry out trials in more residential streets, main roads and high roads to ensure any new operating model is robust.	-	150	150	-	-	300	-

20/25-PL08		Place	New Delivery Model	FM Transformation	Terminating the Amey contract for FM Services and bringing Soft FM back in-house, and transferring Hard FM to Homes for Haringey. Approximately 100 staff will be in scope for a TUPE transfer. The proposed saving will be achieved through improved efficiency and returning Amey overhead and profit to the council. The transformation will include purchase of a new Property IT system, and service improvements particularly relating to building repairs and maintenance.	150	-	-	-	-	150	-
20/25-PL09	FUCR	Place	New Delivery Model	Hybrid Mail proposal	Provide on-demand service to centralise print streams and optimise stationery and print costs, 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. This will provide a more efficient solution for staff sending letters.	-	77	-	-	-	77	50
20/25-PL10		Place	Increase in income	Crematorium Lease	The council's Parks Service manages the lease on the borough's crematorium operated by Dignity. There is a contractual inflation rise each year in the income on this lease, plus a general increased share of their profits.	20	-	-	-	-	20	-
20/25-PL11		Place	Increase in income	New Lease Income v2	The Parks Service receives income from leases on a range of buildings in parks. Some of these leases have completed recently or will complete in next couple of years. The renegotiation of these leases on new rates could deliver a further £20k saving from 2021/22.	-	20	-	-	-	20	-
20/25-PL12		Place	Efficiency savings	Fuel Savings	There is an existing capital programme scheme to procure a new fleet of 15+ parks vehicles during 2020/21. It anticipated that the majority or all of the new fleet will be fully electric, hence there will be savings within the fuel base budget. This proposal contributes to the council's Zero Carbon targets.	-	25	-	-	-	25	-
20/25-PL13		Place	Increase in income	EV Charging	Lamp Column, Standard and Rapid - will increase this year. Income is based on medium or high uptake of EV charging. 38 CP' shave been installed and work is progressing on Phase 2. Work is also continuing on TfL funded (rapid) charging Points and GULC's funded charging points. However, progress for all EVCPs has stalled because of change in design specification (as per ULEV action plan) to prioritise installation on carriageway and not footways. Suppliers are resistant as this adds c£2000k to costs for a build-out. Carbon Management negotiating with suppliers to fund build-outs.	100	-	-	-	-	100	-
20/25-PL14		Place	Increase in income	Parking Transformation Programme	The Parking Transformation Programme (PTP) is a series of parking related projects and workstreams, which seeks to increase income and provide and more efficient and effective service.	1,360	840	300	-	-	2,500	-
<b>TOTAL - ECONOMY</b>						<b>2,002</b>	<b>1,467</b>	<b>989</b>	<b>0</b>	<b>0</b>	<b>4,458</b>	<b>350</b>

## 20/25 - PL01

<p>Description of Option:</p> <ul style="list-style-type: none"> <li>•What is the proposal in essence? What is its scope? What will change?</li> <li>•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)</li> <li>•How does this option ensure the Council is still able to meet statutory requirements?</li> <li>•How will the proposal deliver the benefits outlined?</li> </ul> <p>[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]</p>
<p>To consider the evidence base for Selective Licensing of the Private Rented sector within the Borough . This will mean any private rented property within selected areas will require some type of Licence. Selective Licensing is an aspiration in the Borough plan. The overall aim is to improve living standards and make landlords accountable for the management of their properties. Licensing scheme fees can only be used for the functions and administration. Savings relate to a proportion of some existing costs of established positions. The licensing scheme cannot make a profit only cover the costs of administering the scheme and ensuring compliance.</p> <p>The savings will be met from a reduction of core staffing funding gross budget in 2022/23.</p> <p>To maximise the use of additional fee income, recharges for ancillary services such as ASB enforcement officers (noise, nuisance, waste anti-social behaviour) and corporate overheads will be charged against the licence fees. Training costs will be applicable during service delivery. End of scheme redundancy costs may become applicable after the five year period and sufficient reserve should be maintained to cover this potential cost.</p>

<b>Savings</b> <i>All savings shown on an incremental</i>	<b>2020/21</b> <b>£000s</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	-	239	-	-	-	239

  

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

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

## 20/25-PL02

<b>Title of Option:</b>	Debt Recovery		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Parking, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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]

To introduce a dedicated team of officers to proactively chase payment of outstanding debts from unpaid PCN's. Use of new IT system, additional Civil Enforcement Officers and nuisance vehicle contract to remove offending vehicles and encourage payment of outstanding debt and improve overall recovery rate percentage. This will be a range of measures including specific action on persistent evaders and increased collection of outstanding warrants.

## 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
<b>New net additional savings</b>	<b>210</b>	-	-	-	-	<b>210</b>

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



**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**

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 - based on rollout of new IT System and increase in overall debt recovery rate
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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 - this additional work/savings requires the implementation and development of the new IT system that has a scheduled implementation date of Apr 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?

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.
<b>Positive Impacts</b>
Removal of unregistered and potentially uninsured vehicles from the highway.
<b>Negative Impacts</b>

  

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
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			

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

**20/25 - PL03**

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

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

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

**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**

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 - limited experience of this enforcement to date and as a consequence budgeted expectations may not be realised.

**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?

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

## 20/25 - PL04

<b>Title of Option:</b>	Increase permit charges for highest emitting 'petrol' vehicles		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Fred Fernandes
<b>Affected Service(s) and AD:</b>		<b>Contact / Lead:</b>	Matthew Duhy

- 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]

A flat fee increase in Permit charge for the most polluting petrol emission band(s).

The new IT system would allow us to implement more dynamic permit and on street charges. Identifying which emissions bands to change the price for and implement the corresponding change.

The IT system will also allow us to determine the number of vehicles in each of the emissions band, so we will have accurate data to base decisions

## 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
<b>New net additional savings</b>	<b>75</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>

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

**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

**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.
<b>Positive Impacts</b>
<b>Negative Impacts</b>

  

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
A reduction in private car use and of the most polluting vehicles will assist in the Council contributing to achieving air quality targets.

**Risks and Mitigation**

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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 EqlA Screening Tool been completed for this proposal?	Yes
<u>EqlA Screening Tool</u> Is a full EqlA required?	No

## 20/25 - PL05

<b>Title of Option:</b>	Increased trade waste		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ian Kershaw
<b>Affected Service(s) and AD:</b>	Waste & Community Safety, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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]

Increasing enforcement of trade waste will drive up compliance and income and ensure time banding is adhered to and traders do not use residential collection services for their waste. Enforcement checks will be made on traders who appear to be without contracts and traders who appear to have insufficient capacity to dispose of their waste. Offending traders will subsequently be visited by Veolia-Haringey sales team.

## 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	-	-	-	-	25

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

**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		



<p><b>Implementation Details</b></p> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>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.</p>

## 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><b>Positive Impacts</b></p> <p>Cleaner streets and improved management of time banding arrangements</p> <p>Prevention of trade waste leaking into residential streams</p> <p>With dedicated sack waste enforcement, a closer liaison with businesses</p>
<p><b>Negative Impacts</b></p> <p>Traders fined by enforcement officers can use any waste collection operator and are not reliant on the Veolia-Council partnership.</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?</p> <p>List both positive and negative impacts.</p>
<p><b>Positive Impacts</b></p> <p>Enforcement - Cleaner retail areas with improved liaison with traders</p>
<p><b>Negative Impacts</b></p> <p>Traders fined by enforcement officers can use any waste collection operator and are not reliant on the Veolia-Council partnership.</p>

  

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p>
<p>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.</p>

**Risks and Mitigation**

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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?	Yes
<u>EqIA Screening Tool</u>	
Has the EqIA Screening Tool been completed for this proposal?	No

## 20/25 - PL06

<b>Title of Option:</b>	Veolia Contact Centre efficiencies		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ian Kershaw
<b>Affected Service(s) and AD:</b>	Waste & Community Safety, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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 Veolia Contact Centre resource consists of ten staff who deal with reports of missed collections, cleansing requests, complaints and taking payment for charged services (e.g. Green Waste and Bulky collections). This proposal is to reduce the size of the team by two staff. We will seek to channel shift customers online but accept a risk of lower level of responsiveness to customers (noting performance is currently high).

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		50	-	-	-	50

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

**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.

<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><b>Positive Impacts</b></p> <p>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.</p>
<p><b>Negative Impacts</b></p> <p>Veolia will seek to manage staff reductions through natural wastage rather than redundancy.</p>
<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p> <p>There would be no impact on our ability to deliver statutory requirements</p>

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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



## 20/25 - PL07

<b>Title of Option:</b>	Mechanisation of High Street Cleansing		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ian Kershaw
<b>Affected Service(s) and AD:</b>	Waste & Community Safety, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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 will move to an outcome based cleansing model that increases the use of machinery and ensures that resources are deployed to maintain streets to a consistent standard across the borough. Existing monitoring with Veolia and scrutiny exercises have demonstrated that different residential streets require different levels of input/resource to maintain the same standard of cleanliness. We need further time to develop models across the borough and at different times to ensure any new operating model is robust.

## 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	-	150	150	-	-	1,650

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

**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**

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 - modelling and review is recommended

**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 - further modelling must be undertaken before savings can be secured.		

#### 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.

<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><b>Positive Impacts</b></p> <p>As above</p>
<p><b>Negative Impacts</b></p> <p>As above</p>

  

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p>
<p>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.</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
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

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

**20/25 - PL08**

<b>Title of Option:</b>	FM Transformation		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Andrew Meek
<b>Affected Service(s) and AD:</b>	Corporate Contracts	<b>Contact / Lead:</b>	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 scope of the current FM services**

- Repairs, planned maintenance, statutory testing, improvements and minor project works
- Security services, cleansing, mailroom, and other building support services.

**The coverage of these services will vary according to need, site by site, across the following portfolios of buildings:**

- Corporate buildings, including offices and civic buildings
- Operational estates, including depots, mortuary, coroners court,
- Schools and children's centres and other educational/youth provision
- Adult services buildings such as day centres and care homes
- Commercial property, including industrial estates, shops and offices.

**Approach to deliver the objectives**

- The proposed Hybrid Model will be structured as follows:

- Overall service management and the client team will be hosted within the Council's Corporate Landlord service.
- Homes for Haringey will be responsible for Hard Services (maintaining the building fabric, undertaking statutory compliance testing, and reactive repairs).
- The Council will directly run key Soft Services such as the Mailroom, Cleaning, Building Support Officers, and FM support services.

A review of Security Services will be conducted in a later phase to identify the most appropriate delivery model.

**Project scope :**

To achieve the objectives the project will need to deliver;

- Commercial exit from the incumbent and TUPE transfer of personnel back to the Council including any necessary induction and training
- Specification /design and build of new FM Service

**Financial Benefits Summary**

<b>Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
<i>All savings shown on an incremental</i>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>New net additional savings</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>

Total Capital Costs	-	-	-	-	-	-
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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

**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

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

**20/25 - PL09**

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

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

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>

Total Capital Costs	-	50	-	-	-	50
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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 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**

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 - 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.
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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	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

<p><b>Implementation Details</b></p> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>Additional resources needed for business design, technical design and procurement.</p> <p>Initial consultancy and business design - Q1-2 FY20/21; Procurement Q3 FY20/21; Implementation Q4 FY20/21</p>

**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><b>Positive Impacts</b></p> <p>No/minimal visible impacts for customers.</p>
<p><b>Negative Impacts</b></p> <p>None anticipated.</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.

**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

## 20/25 - PL10

<b>Title of Option:</b>	Crematorium Lease		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Simon Farrow
<b>Affected Service(s) and AD:</b>	Public Realm, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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 council's Parks Service manages the lease on the borough's crematorium operated by Dignity. There is a contractual inflation rise each year in the income on this lease, plus a generally increase share of their profits. This will deliver £20k per annum in 2020/21 and can be delivered without an impact on the service or the contract.

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
<b>New net additional savings</b>	<b>20</b>	-	-	-	-	<b>20</b>

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

**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

**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.
<b>Positive Impacts</b>
It contributes to balancing the council budget.
<b>Negative Impacts</b>
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 <b>statutory requirements</b> ?
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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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?	

## 20/25 - PL11

<b>Title of Option:</b>	New Lease income		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Simon Farrow
<b>Affected Service(s) and AD:</b>	Parks Operations, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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 Parks Service receives income from leases on a range of buildings in parks. Some of these leases have completed recently or will complete in next couple of years. The renegotiation of these leases on new rates could deliver £20k saving from 2021/22.

## 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	-	20	-	-	-	20

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

**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		



<p><b>Implementation Details</b></p> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>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</p>

**Impact / non-financial benefits and disbenefits**

<p>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)</p>
<p><b>Positive Impacts</b></p> <p>The councils assest are being utilised to meet the Borough Plan objectives and buildings are being maintained at no cost to the council.</p>
<p><b>Negative Impacts</b></p> <p>None</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.

**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?	

## 20/25 - PL12

<b>Title of Option:</b>	Fuel Savings		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Simon Farrow
<b>Affected Service(s) and AD:</b>	Parks Operations, Environment & Neighbourhoods	<b>Contact / Lead:</b>	Matthew Duhy

- 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]

There is an existing capital programme scheme to procure a new fleet of 15+ parks vehicles during 2020/21. It anticipated that the majority or all of the new fleet will be fully electric. Therefore the procurement of new Parks fleet can releases £25k of base budget fuel costs which can be offered as a saving as well as contributing to the council's Zero Carbon targets.

## 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	-	25	-	-	-	25

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

**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

<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?</p> <p>List both positive and negative impacts.</p>
<p><b>Positive Impacts</b></p> <p>Staff will have improved vehicles, residents will see the council moving towards its own targets for carbon reduction and air quality.</p>
<p><b>Negative Impacts</b></p> <p>This saving could otherwise be used to support the base budget position for Parks, such as front line staff.</p>

  

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p> <p>Parks is a non statutory service with the exception of allotments. This saving will help the council meet its other statutory obligations.</p>
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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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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?	



## 20/25 - PL13

<b>Title of Option:</b>	Electric Vehicle (EV) Charging		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Parking in Environment	<b>Contact / Lead:</b>	Matthew Duhy

- 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]

Income is based on medium or high uptake in usage of EV charging points.

Continued roll out of Blue Point London funded (BPL) Electric Vehicle Charging Point scheme will bring in £500 per point as a one off TMO charge, plus £500 per point annual scheme fee from the supplier.

38 Charging Points have already been installed and work is progressing on Phase 2. Work is also continuing on TfL funded (rapid) charging points and Go Ultra Low City scheme (GULCS) funded charging points. However, it should be noted that progress for all Electric Vehicle Charging Points scheme have been delayed due to the aim to prioritise installation on carriageways as opposed to footways to avoid any obstructions for pedestrians.

## 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
<b>New net additional savings</b>	<b>100</b>	-	-	-	-	<b>100</b>

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

**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.

<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?</p> <p>List both positive and negative impacts.</p>
<p><b>Positive Impacts</b></p> <p>EVCPs are in line with sustainable transport objectives, Transport Strategy and Borough Plan.</p> <p>There is an increasing demand from residents and businesses for the continued introduction of all types of EVCP's.</p> <p>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.</p>
<p><b>Negative Impacts</b></p> <p>Each EV space has to be taken from an existing resident space and so non EV drivers can / may object.</p>
<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</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
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 EqlA Screening Tool been completed for this proposal?	Yes
<u>EqlA Screening Tool</u>	
Is a full EqlA required?	No

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

20/25 - PL14

<b>Title of Option:</b>	Parking Transformation Programme		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Parking	<b>Contact / Lead:</b>	Matthew Duh

### 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]

This involves a number of measures being delivered as part of the parking transformation programme (PTP). This programme aims to ensure a modern accessible service, improving road safety and air quality.

The PTP supports three 'Themes' within the Borough Plan 2019-2023 – People, Place and Economy. These include some of the following measures;

- Improved enforcement, to keep roads safe across the borough but in particular during major Events at the new Tottenham Hotspur Stadium.
- Pricing policy changes to encourage modal shift to sustainable forms of transport and encourage the use of lower polluting vehicles by those who need to use a car.
- the introduction of additional payment facilities for on-street parking and in car parks.

These projects may be subject to change and proposals will be developed further with the Cabinet Member by April. Further progress will be monitored on a monthly basis and reported on throughout the course of the year.

### Financial Benefits Summary

<b>Savings</b> <i>All savings shown on an</i>	<b>2020/21</b> <b>£000s</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	1,360	840	300	-	-	2,500

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

**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 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.

The service has used previous experience and benchmarking in arriving at these estimates.

The capital investment required to support the overall parking transformation programme has been agreed previously and is included in the current capital programme.

**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

Ongoing development of strategy

**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
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?

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
<p>Events - New Operating Model</p> <p>Some drivers may see additional enforcement as 'overzealous'.</p> <p>Pricing Policy Charges and Inflation</p> <p>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.</p> <p>Any increase in costs for parking will inevitably result in complaints.</p> <p>Stop and Shop - Pay for Parking (Contactless/Chip and Pin)</p> <p>Introduction of additional physical infrastructure may be seen as street-clutter by some, especially if contactless is a functional option which requires minimal infrastructure.</p> <p>Moving Traffic Enforcement</p> <p>Similar to additional 'on-street' foot patrol enforcement, additional CCTV camera enforcement may be seen by some as overzealous.</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.

#### 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 Councils 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

## Capital MTFS Schedule - Place

REF	Revenue Savings Ref	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
326	-	Place	Borrowing	Responsive Maintenance works	184	184	184	184	184	920
327	-	Place	Self-Financing	Principal Road Maintenance for 2020/21 (to meet TfL budget reduction)	500	-	-	-	-	500
328	-	Place	Borrowing & Other	Street & Greenspace Greening Programme	345	100	100	100	100	745
329	-	Place	Self-Financing	Park Building Carbon Reduction and Improvement Programme	600	800	800	800	-	3,000
330	-	Place	Borrowing	Civic Centre Works	3,000	5,000	1,500	500	-	10,000
331	-	Place	Self-Financing	Updating the boroughs street lighting with energy efficient Led light bulbs	3,500	3,500	-	-	-	7,000
316	-	Place	Borrowing	Additional Asset Management of Council Buildings	4,000	4,000	4,000	1,000	-	13,000
<b>Total</b>					<b>12,129</b>	<b>13,584</b>	<b>6,584</b>	<b>2,584</b>	<b>284</b>	<b>35,165</b>

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**MTFS Description of New Capital Schemes - Place****Additional Asset Management of council Buildings 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
316	Additional Asset Management of Council Buildings	13,000		0	13,000

The need for works to River Park House has been identified to address a range of issues in the building. This proposal is to deal with the highest priority items. An additional allowance has been provided to fund any essential works following a series of proposed condition surveys.

**Road Maintenance 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
326	Responsive Maintenance works	920		0	920

This scheme is for additional funding for borough roads responsiveness maintenance. This covers additional funding for responsive maintenance of the borough's highway network.

**Principal Road Maintenance 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
327	Principal Road Maintenance for 2020/21 (to meet TfL budget reduction)			500	500

This proposal is for additional resources to cover a projected shortfall in TfL funding. This proposal considers the continued deterioration of the highways network and represents the minimum level required to be able to maintain the operation of Principal Road Network during 2020/21 at which point it is hoped that TfL will reinstate funding of the programme. The funding is included in the proposals as self-financing now, with the expectation that TfL will reinstate the funding.

**Street and green space greening programme 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
328	Street & Greenspace Greening Programme	373	372	0	745

This programme seeks to increase the number of trees planted on Haringey's streets. This will have several benefits to residents as it will improve the visual amenity of their streets, improve air quality, reduce the heat island effect and slow the fall of rain onto the roads

reducing the impact of localised flooding. The tree planting, where possible, will also include localised sustainable urban drainage and phytoremediation planting (plants that clean up the air and water) to increase the benefits of these interventions further. In the initial two-year period, the scheme will predominantly focus on the nine wards in the borough where the tree canopy is less than 20%. Eight of these wards are in the east of the borough. In later years the funding will be used to match fund external funding, when it is available, to deliver the priorities that will be agreed as part of the forthcoming Tree & Woodland Strategy (part of the Parks and Green Space Strategy).

#### **Park building carbon reduction and improvement 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme Description</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
329	Park Building Carbon Reduction and Improvement Programme			3,000	<b>3,000</b>

The parks service is responsible for a portfolio of 58 buildings the majority of which are leased to stakeholders within parks. Fourteen of these buildings are used operationally by the parks service either as depots, sports pavilions or plant nursery. All these buildings need improvement to meet current legislative standards, council accommodation standards and energy efficiency. This programme will ensure the parks estate plays its part in meeting the Council's carbon reduction targets. With energy costs predicted to rise between 10-20% per annum it is important that investments seek to future proof the service from most price rises. The programme will also seek to improve the standard of all the buildings to ensure each building meets its intended use and all relevant legislation. Match funding for the programme will be secured on a site by site basis through various sources, such as section 106, event income and external funding for renewable energy and sports lottery funding.

#### **Civic Centre Refurbishment 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme Description</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
330	Civic Centre Works	10,000		0	<b>10,000</b>

At this stage the capital proposal is based on a high-level costing which in turn is based on a mid-level refurbishment. Currently, a detailed feasibility study is being undertaken which in conjunction with the accommodation strategy will determine the level of budget required for the Civic Centre. It is highly likely that whatever is decided in relation to the accommodation strategy and the future of the Civic Centre, there will be a need for significant investment.

#### **Borough streetlights conversion to LED's 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
331	Updating the boroughs street lighting with energy efficient Led light bulbs	0		7,000	<b>7,000</b>

This proposal is a self-financing one to replace the Council's current stock of inefficient streetlights with state-of-the-art LED bulbs. These bulbs have several benefits including, lower running costs, less greenhouse emissions, reduced requirement for night scouting, and central control enabling quicker repair of defective units. The proposal will pay for the investment through a reduced energy bill and further savings through reduced night scouting. The scheme cost also allows for a centralised control and monitoring system which will optimise efficiency.

#### Yearly Investments

Place	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	17,101	14,020	11,380	10,660	0	<b>53,161</b>
New Capital Bids	12,129	13,584	6,584	2,584	284	<b>35,165</b>
<b>Total</b>	<b>29,230</b>	<b>27,604</b>	<b>17,964</b>	<b>13,244</b>	<b>284</b>	<b>88,326</b>

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## MTFS Budget Reduction Proposals - Children's Services

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25- PE09	People - Children's	New Delivery Model	0-19 year old public health commissioned services - a new integrated commissioned service delivery model	Public Health is working with the commissioned service provider to change the current service provision of three separate services into one integrated service model. Currently three commissioned services are within the Council's Section 75 Agreement with the CCG. These are the Health Visiting Service (including the HENRY programme), the School Nursing Service and the Family Nurse Partnership programme. All services are provided by Whittington Health NHS Trust.	125	125	-	-	-	250	-
20/25- PE10	People - Children's	New Delivery Model	Reducing placement costs through effective management of the market	This proposal considers ways to shape the local residential care market for children by taking demand off the free market and creating some diversity in the care market. This will be done through reviewing the feasibility of a number of delivery approaches including opening bespoke childrens homes, ring fencing/blocking market purchasing of provision, working alongside the non-profit sector to grow this local offer, joint ownership of accommodation with Adult social Care and shared supported accommodation for young people with disabilities 18-25.	(100)	-	100	100	200	300	-
20/25- PE11	People - Children's	New Delivery Model	UASC Accommodation	Insourcing accommodation for unaccompanied asylum seekers from expensive private providers to local properties leased directly by Homes for Haringey.	150	-	-	-	-	150	-
20/25- PE12	People - Children's	Service redesign	Reduce operational costs in Schools and Learning and Commissioning	Identify any residual discretionary spend in Schools and Learning and reduce to deliver savings. Identify and reduce operational costs in Commissioning.	50	25	-	-	-	75	-
20/25- PE13	People - Children's	Stopping / reducing service	Review of spend on transport and taxis	Review of existing transport policy applicable to staff and foster carers to ensure: -Consistent application of policy -Clear statement of eligibility -Improved value for money by considering both transport chosen and cost of time spent travelling by individual staff members	-	-	75	-	-	75	-
<b>TOTAL - PEOPLE - Children's Services</b>					<b>225</b>	<b>150</b>	<b>175</b>	<b>100</b>	<b>200</b>	<b>850</b>	<b>0</b>

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

**20/25-PE03**

<b>Title of Option:</b>	0-19 year old public health commissioned services - a new integrated commissioned service delivery model		
<b>Priority:</b>	Priority 2. People - A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential	<b>Responsible Officer:</b>	Susan Otit
<b>Affected Service(s) and AD:</b>	Public Health - Susan Otit	<b>Contact / Lead:</b>	Linda Edward

Description of Option:

**Proposal** - Public Health is working with the commissioned service provider to change the current service provision of services into one single 0-19 integrated service model. Currently the Health Visiting and School Health service commissioned are within the Council's Section 75 Agreement with the CCG. **Impact on the Council's objectives and outcomes** - The 0-19 integrated commissioned service delivery model will have a positive impact on Outcome 4 Best start in life: the first few years of every child's life will give them the long-term foundations to thrive; objectives a) All families will be supported to have a healthy start in life from a healthy pregnancy to early years and c) Families will be supported by a community based and multi-agency early help offer helping them to get the right information and help at the right time. Outcome 5 Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities; objective c) children and young people will be physically and mentally healthy and well and Outcome 6. Every young person, whatever their background, has a pathway to success for the future; objective b) young people will feel prepared for adulthood. **Statutory requirements** - Within the Public Health Grant there is the mandatory requirement to deliver the 0-5 year old mandated elements (of which there are 5) and to deliver the National Child Measurement Programme. The new commissioned integrated service delivery model will continue to deliver these mandatory areas. **Benefits** - Integrated working has a particular relevance to supporting families with multiple needs. Providing effective support to families requires that services are as seamless as possible. Some of the key benefits includes; enabling a greater skill mix, building capacity and resilience in the service; options for co-location between services including early help and early years services; provides greater flexibility across the workforce to respond to emerging and changing need; allows for a whole family approach to service delivery and allows operational efficiencies as a result of integrated working, and realisation of financial efficiencies.

### 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
<b>New net additional savings</b>	- 125	- 125	-	-	-	- 250

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

**Financial Implications Outline**

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**

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

**Implementation Details**

**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.

<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><b>Positive Impacts</b></p> <p>The provider has welcomed the proposed integrated service model.</p>
<p><b>Negative Impacts</b></p> <p>Public health will work with the provider to ensure staff and stakeholders are kept fully informed of the changes.</p>
<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p> <p>Delivery of the appropriate mandatory public health requirements will continue to be delivered by the commissioned provider.</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
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

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

20/25-PE04

<b>Title of Option:</b>	Reducing placement costs through effective management of the market		
<b>Priority:</b>	People	<b>Responsible Officer:</b>	Beverley Hendricks
<b>Affected Service(s) and AD:</b>	Safeguarding and Support and Commissioning	<b>Contact / Lead:</b>	Charlotte Pomery/Peter Featherstone/ Karen Oellermann

### 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]

Proposal to consider ways to shape the local residential care market for children through:

- taking demand off the free market
- creating some diversity in the care market

We propose to do this through reviewing the feasibility of a number of delivery approaches including:

- opening bespoke children's homes - in partnership with neighbouring councils or through a social investment or mutual model
- ring fencing and block market purchasing of provision
- working alongside the not for profit sector to grow this local offer
- joint ownership of accommodation with Adults Social Care – to manage parents with learning disabilities/ mental health support needs
- shared supported accommodation for young people with autism and other defined disabilities 18 – 25

This is based on an assumption that we can make a £320 per week /£17K per year saving on 18 placements each year.

### 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
<b>New net additional savings</b>	100	-	100	100	200	300

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

**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.		



<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>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.</p>

**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>
<b>Positive Impacts</b>
<p>More local residential placements for children that meet their needs at a reduced cost. More effective management of the local market.</p>
<b>Negative Impacts</b>

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

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

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

20/25-PE05

<b>Title of Option:</b>	UASC Accommodation		
<b>Priority:</b>	People	<b>Responsible Officer:</b>	Beverley Hendricks
<b>Affected Service(s) and AD:</b>	Safeguarding and Support	<b>Contact / Lead:</b>	Peter Featherstone

### 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]

Insourcing accommodation for unaccompanied asylum seekers from expensive private providers to local properties leased directly by Homes for Haringey.

### 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
<b>New net additional savings</b>	- 150	-	-	-	-	- 150

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

**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 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).

**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	01/08/2019	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.
<b>Positive Impacts</b>
None
<b>Negative Impacts</b>
None

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
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
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No



## 20/25-PE06

<b>Title of Option:</b>	Reduce operational costs in Schools and Learning and Commissioning		
<b>Priority:</b>	People	<b>Responsible Officer:</b>	Eveleen Riordan and Charlotte Pomery
<b>Affected Service(s) and AD:</b>	Schools and Learning and Commissioning	<b>Contact / Lead:</b>	Eveleen Riordan and Charlotte Pomery

- 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]

Identify any residual discretionary spend in Schools and Learning and reduce to deliver savings (£50K).  
Identify and reduce operational costs in Commissioning (£25K).

## 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	- 50	- 25	-	-	-	- 75

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

**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?			

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
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)
<b>Positive Impacts</b>
To be identified once saving identified.
<b>Negative Impacts</b>
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.
<b>Positive Impacts</b>
To be identified once saving identified.
<b>Negative Impacts</b>
To be identified once saving identified.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
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?	No
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

**20/25-PE07**

<p>Description of Option:</p> <ul style="list-style-type: none"> <li>•What is the proposal in essence? What is its scope? What will change?</li> <li>•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)</li> <li>•How does this option ensure the Council is still able to meet statutory requirements?</li> <li>•How will the proposal deliver the benefits outlined?</li> </ul> <p>[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]</p>
<p>Review of existing transport policy applicable to staff and foster carers to ensure:</p> <ul style="list-style-type: none"> <li>-Consistent application of policy</li> <li>-Clear statement of eligibility</li> <li>-Improved value for money by considering both transport chosen and cost of time spent travelling by individual staff members</li> </ul>

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
<b>New net additional savings</b>	-	-	75	-	-	75

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

#### 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?

#### 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 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.		

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
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)
<b>Positive Impacts</b> To be determined.
<b>Negative Impacts</b> 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.
<b>Positive Impacts</b>
To be determined.
<b>Negative Impacts</b>
To be determined.

  

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
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?	No
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

Capital MTFS Schedule - People - Children's Services

REF	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
119	People (Children's Services)	Borrowing	School Streets	600	600	600	600	600	3,000
120	People (Children's Services)	Borrowing	Children Services Estate Capital Maintenance	10,000	10,000	10,000	10,000	10,000	50,000
Total				10,600	10,600	10,600	10,600	10,600	53,000

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## Children's Services

### School Condition Works 2020/21-2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
120	Children Services Estate Capital Maintenance	50,000	0	0	<b>50,000</b>

During 2018/9-2019/20 extensive surveys have been undertaken of the school's estate. This has identified a range of work that needed to be done immediately as they related to H&S issues. These works have been completed and the focus is now on further works to the school estate to ensure that the buildings are fit for purpose. Condition and Suitability Surveys have been undertaken on all secondary schools and 75% of primary schools. Based on data received to date it is estimated that the backlog for the school estate could be up to £250m. The surveys are being further refined to develop a detailed asset management plan which will guide where and when investment is put into the school's estate. The investment in the fabric of the school estate will also provide facilities that use less energy and reduce carbon emissions.

### School Streets Initiative 2020/21 – 2024/25

Scheme Ref.	Scheme	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
119	School Streets	1,500	1,500	0	<b>3,000</b>

The proposal is for streets outside schools that will have a range of physical treatments to change travel patterns and behaviours to encourage more sustainable modes of travel to school, to improve the air quality and to provide a safer environment for children. These treatments could include some or all the following: have extended pavements, traffic calming measures, and enforcement cameras to stop people from driving to their children to school. It is estimated that on average each street will cost c£0.2m. The budget assumes that the Council's proposed investment will be matched by external funding.

### Yearly Investments

People - Children's	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	20,713	17,686	8,566	13,011	0	<b>59,976</b>
New Capital Bids	10,600	10,600	10,600	10,600	10,600	<b>53,000</b>
<b>Total</b>	<b>31,313</b>	<b>28,286</b>	<b>19,166</b>	<b>23,611</b>	<b>10,600</b>	<b>112,976</b>

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## MTFS Budget Reduction Proposals - People - Adults

REF	Capital Scheme / Flexible Use of Capital Receipts	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25- PE01	-	People - Adults	Service redesign	Public Health Lifestyles	Look for alternative delivery options for lifestyles services (this includes; NHS Health Checks, smoking cessation, weight management and exercise programmes for the inactive), from April 2021 onwards. This proposal suggests alternative ways of delivering these services including: Reducing the capacity of services offered (but keeping services targeted at those who need them most), seeking partial funding from NHS partners, using an alternative delivery partner, joining up with other boroughs to commission the service for economies of scale.	-	60	-	-	-	60	-
20/25- PE02	220	People - Adults	Stopping / reducing service	Osbourne Grove Redevelopment	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. This proposal contributes to Priority 2: People. 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 improved outcomes for residents. Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach.	1,034	-	-	(476)	-	558	30,836
<b>TOTAL - PEOPLE - ADULTS</b>						<b>1034</b>	<b>60</b>	<b>0</b>	<b>(476)</b>	<b>0</b>	<b>618</b>	<b>30836</b>

## 20/25-PE01

<b>Title of Option:</b>	Public Health - option B. Re-designing lifestyles service including smoking cessation and community NHS Health Checks		
<b>Priority:</b>	People	<b>Responsible Officer:</b>	Sarah Hart
<b>Affected Service(s) and AD:</b>	Susan Otiti	<b>Contact / Lead:</b>	Sarah Hart

- 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]

Look for alternative delivery options for lifestyles services (this includes; NHS Health Checks, smoking cessation, weight management and exercise programmes for the inactive), from April 2021 onwards. A reduction of £890,000 was previously made to the lifestyle services in 2016/17. This proposal suggests alternative ways of delivering these services including: reducing the capacity of services offered (but keeping services targeted at those who need them most), seeking partial funding from NHS partners, using an alternative delivery partner, joining up with other boroughs to commission the service for economies of scale. This could deliver an estimated saving of £60k from 2021/22 onwards.

## 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	-	60	-	-	-	60

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



**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

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

**20/25-PE02**

<b>Title of Option:</b>	Osborne Grove Nursing Home Closure		
<b>Priority:</b>	People	<b>Responsible Officer:</b>	John Everson
<b>Affected Service(s) and AD:</b>	Adults	<b>Contact / Lead:</b>	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&MId=9151>

A copy of the report can be found at the above link.

### Financial Benefits Summary

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

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Capital Costs</b>	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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Delays in decsion 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

REF	Revenue Savings Ref	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
217	-	People (Adults Services)	Self-Financing & Other	Burgoyne Road (Refuge Adaptations)	500	2,250	250	-	-	3,000
218	-	People (Adults Services)	Self-Financing, Other & Borrowing	Social Emotional & Mental Health Provision	300	600	600	600	600	2,700
219	-	People (Adults Services)	Self-Financing	Additional Supported Living	1,000	1,000	1,000	1,000	1,000	5,000
220	20/25-PE02	People (Adults Services)	Self-Financing	Additional OGNH Funding	1,500	9,000	17,000	7,930	500	35,930

**Total**

<b>3,300</b>	<b>12,850</b>	<b>18,850</b>	<b>9,530</b>	<b>2,100</b>	<b>46,630</b>
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## Adult's Services

The continued focus of the Adults Services capital programme is to enhance the lives of disabled and older adults. The new proposals for capital expenditure are based on providing assets and services that enable people to lead fulfilling lives, where possible independently within their own homes. The resources made available in this priority are based on the completion of approved business cases ensuring effective linkage of revenue and capital spending for the Council. At this stage some of the actual detail of the projects is not fully developed but will be over the coming year through working with a range of stakeholders including partners, users and carers.

### Burgoyne Road 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
217	Burgoyne Road (Refuge Adaptations)	0	2,160	840	<b>3,000</b>

This proposal is to undertake conversion works at Burgoyne Road (should it be acquired) so that it can be used as a refuge for 16 families with the current refuges being repurposed either as general needs housing or supported living. Decisions have yet to be made on whether the building should be rebuilt or refurbished. The GLA have indicated support for the scheme and have strongly indicated that for the right scheme they would be prepared to fund a per unit contribution of £0.135m. This level of funding is predicated on an exemplar scheme which strongly points toward a rebuild of the facility. The One Public Estate initiative have made available funding to undertake a feasibility study once the Council's offer has been accepted.

### Social, Emotional and Mental Health provision 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
218	Social Emotional & Mental Health Provision	700	1,350	650	<b>2,700</b>

The capital proposal is to for a budget to move forward the social, emotional and health (SEMH) provision within the borough. At this point the exact building(s) that the provision will be provided in is not known and the budget represents a high-level estimate of potential costs

### Additional Supported Living Schemes 2020/21 – 2024/25

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
219	Additional Supported Living	0		5,000	<b>5,000</b>

Currently there is a supported living budget within the agreed capital programme. This budget has created the Linden House project and there is an unallocated budget of £6.42m left. The proposal is to add to this budget to enable a greater range of projects to be considered. At this stage it is not possible to identify individual schemes as the opportunity to acquire/remodel properties have not arisen yet. Each individual proposal will be subject to a

business case process that will ensure that the investment will generate savings to the revenue account over and above the cost of financing the investment.

#### **Osborne Grove Nursing Home 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme Description</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
220	Additional OGNH Funding	0		35,930	<b>35,930</b>

The detailed Feasibility Study, concluded on 31st May 2019, demonstrated that this land offers significant opportunity for development, increasing provision to a 70-bedded nursing unit. The feasibility study provided the council with four potential development options for the future of the site at Osborne Grove. Cabinet considered the outcome of the feasibility at its meeting in July 2019 and agreed to proceed with the 70-bed development. This bid is for the additional funding needed to allow that scheme to proceed within the capital programme as a self-financing scheme. The total requested funding is to deliver the 70-bed new OGNH.

Further work has been undertaken that indicates that there is the potential to incorporate housing into the scheme. The cost of the scheme has been revisited in the light of this development and the additional funding proposed here will enable the scheme to proceed with the housing component.

#### **Yearly Investments**

<b>People - Adults</b>	<b>2020/21 Budget (£'000)</b>	<b>2021/22 Budget (£'000)</b>	<b>2022/23 Budget (£'000)</b>	<b>2023/24 Budget (£'000)</b>	<b>2024/25 Budget (£'000)</b>	<b>Total (£'000)</b>
Current Capital Budget	11,820	12,120	6,870	2,870	0	<b>33,680</b>
New Capital Bids	3,300	12,850	18,850	9,530	2,100	<b>46,630</b>
<b>Total</b>	<b>15,120</b>	<b>24,970</b>	<b>25,720</b>	<b>12,400</b>	<b>2,100</b>	<b>80,310</b>

## MTFS Budget Reduction Proposals - Your Council

REF	Capital Scheme Ref/ Flexible use of Capital Receipts	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25- YC01		Your Council	Efficiency savings	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	13	-	-	-	-	13	-
20/25- YC02	FUCR	Your Council	Increase in income	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by 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.	25	25	-	-	-	50	75
20/25- YC03		Your Council	Increase in income	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K.	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K. In December 2017, the Council's Legal Services entered into a Service Legal Agreement (SLA) with Haringey CCG to provide legal support with the CCG cases within the Haringey Learning Disability Partnership. These are cases relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. They include cases in the Transforming Care Programme.. Since the SLA, Haringey CCG has been referring cases to Legal Services and the feedback of the support has been positive. The arrangement has enabled the CCG to access the Council's in-house legal expertise which is more cost effective. The support and encouragement of Adult Social Care, Children Services, Commissioning and Public Health for the CCG to utilise our in-house provision is crucial. The proposal compliments the Borough Plan - Priority 2 - People The proposal is dependent on a slight increase in the level of new instructions from CCG to Legal Services.	30	-	-	-	-	30	-

20/25- YC04		Your Council	Efficiency savings	Finance Savings	The proposal seeks to make efficiency savings across the Finance function from a combination of: * Increased income - from providing services to external bodies and further revisions to recharging to non-GF heads * Reductions to the staff establishment enabled by the embedding of the Business Partner model * Longer term staff savings arising from the planned update or replacement of the Council's current finance system. These savings are not expected to be realised until 2022/23	340	-	200	-	-	<b>540</b>	-
20/25- YC05		Your Council	Efficiency savings	Alexandra Palace	The Alexandra Palace & Park Charitable Trust (APPCT) receives a revenue grant from the Council of £1,950k per annum as well as a capital grant of £470k per annum. The grants are given to the APPCT in furtherance of its charitable objectives. In recent years the grant has remained static at the levels set out above. Cabinet at its meeting in July 2019 agreed to pursue a reduction in the grant level with the APPCT. The APPCT is currently formulating its proposals to deliver the reduction.	195	-	100	-	-	<b>295</b>	-
20/25- YC06	652	Your Council	Service redesign	Libraries - Re-imaging our Libraries offer for a better future.	It is proposed that a new Library Strategy will shape the direction of the service for the next 5 years. The proposal includes exploring the full use of the buildings/space, creating community hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies, which can act as a key component to achieving our Borough Plan objectives. Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.	-	184	181	-	-	<b>365</b>	650
20/25- YC07	FUCR	Your Council	Service redesign	Extend FOBO approach to Wider Council	Extend FOBO model to all Council services based on analysis made in preparation for the current FOBO programme. The objective is to ensure all residents in need of support can receive it because those requiring straightforward advice and information can have easy access 24/7. An improved digital offer would ensure that the customer journey was straightforward and simple to navigate and automation of back-office processes would both speed up and improve the quality and accuracy of service to residents and reduce cost.	-	250	250	-	-	<b>500</b>	1,000
20/25- YC08	FUCR	Your Council	Efficiency savings	The proposal is to use Flexible Capital Receipts to fund ALL posts in the CPMO.	The proposal is to use Flexible Capital Receipts to fund some posts in the 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.	92	-	-	-	-	<b>92</b>	92

20/25- YC09		Your Council	Increase in income	Maximising income from filming and venue management	This proposal is in two parts. The first is to make Haringey more attractive to film companies by identifying vacant buildings for meanwhile use as production bases, and by making parking easier in order to generate income. The second is to consider employing staff, as an invest to save bid, to market the council's venues for events (currently uncostered).	6	6	3	-	-	15	-
20/25- YC10		Your Council	Increase in income	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertsing, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	110	52	50	-	-	212	-
20/25- YC11	FUCR	Your Council	Efficiency savings	Review of Corporate Centre	We are looking at ways to reconfigure the corporate centre in the light of the 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 5 senior posts leading these teams: Head of Policy and Cabinet Support at Head of Service level, and leads at PO7 and above in Policy, the Leader's office, the Corporate Delivery Unit (CDU), and Performance and Business Intelligence. The proposal is to reduce the number of senior posts to 4.	214	-	-	-	-	214	59
20/25- YC12	653	Your Council	Efficiency savings	Digital Services - Proposed Contribution	The proposal is for the Capitalisation of infrastructure staff who support the delivery of programmes/projects. This will either be via Capital receipts used to pay for staff who work on tranformative initiatives or Capital funds where staff produce a tangible asset in relation to the work undertaken.	345	-	-	-	-	345	400
<b>TOTAL - YOUR COUNCIL</b>						<b>1,370</b>	<b>517</b>	<b>784</b>	<b>0</b>	<b>0</b>	<b>2,671</b>	<b>2,276</b>

**20/25 - YC01**

<b>Title of Option:</b>	Reduction in paper usage		
<b>Priority:</b>	Priority 5 - Your Council	<b>Responsible Officer:</b>	Raymond Prince / Stephen Lawrence-Orumwense
<b>Affected Service(s) and AD:</b>	Corporate Governance / Legal Services - Bernie Ryan	<b>Contact / Lead:</b>	Raymond Prince / Stephen Lawrence-Orumwense

- 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 service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.

Court bundles are no longer sent to counsel in hard copy via DX (alternative post system) as our electronic bundle system Zylpha enables the creation of a PDF document which can then be emailed securely via Egress large file transfer. This has lead to an annual saving of our postal DX annual subscription.

We are reducing the use of paper as our files are now mainly kept in electronic format (where possible) and this means that less archiving space is required and some files are not physically stored at all. The reduction in the cost of storage space currently is small and this will reduce further year on year.

## 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	13	-	-	-	-	13

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



**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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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

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

**20/25 - YC02**

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

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

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Capital Costs</b>	-	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.

**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

**REF: 20/25 - YC03**

<b>Title of Option:</b>	Legal income from Clinical Commissioning Group (CCG)		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Stephen Lawrence-Orumwense
<b>Affected Service(s) and AD:</b>	Corporate Governance / Legal Services - Bernie Ryan	<b>Contact / Lead:</b>	Stephen Lawrence-Orumwense

- 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 increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K. In December 2017, the Council's Legal Services entered into a Service Legal Agreement (SLA) with Haringey CCG to provide legal support with the CCG cases within the Haringey Learning Disability Partnership. These are cases relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. They include cases in the Transforming Care Programme (i.e. patients who are in hospital and fit for discharge into the community). Since the SLA, Haringey CCG has been referring cases to Legal Services and the feedback of the support has been positive. The arrangement has enabled the CCG to access the Council's in-house legal expertise which is more cost effective.

This service arrangement has delivered income to Legal Service which led to an income target of £40k for 2018/19 and the proposal is to increase this £70K for 2020/21. Legal Services will continue to build on this service provision arrangement and explore the scope to extend to other service areas. The support and encouragement of Adult Social Care, Children Services, Commissioning and Public Health for the CCG to utilise our in-house provision is crucial. The proposal compliments the Borough Plan - Priority 2 People and building and retaining wealth in our community.

The proposal is dependent on a slight increase in the level of new instructions from CCG to Legal Services.

## 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	30	-	-	-	-	30

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

**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
<b>Total</b>	<b>£58,660.27</b>	<b>£3,427.70</b>	<b>£62,087.97</b>	

**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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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

## 20/25 - YC04

<b>Title of Option:</b>	Finance Directorate Savings		
<b>Priority:</b>	Your Council	<b>Responsible Officer:</b>	Jon Warlow
<b>Affected Service(s) and AD:</b>	Finance	<b>Contact / Lead:</b>	Frances Palopoli

- 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]

There are three elements to the proposed savings:

1. A detailed review of non-establishment budgets and the recharges to non-General Fund.
2. Financial services to the Community Benefit Society (CBS) will generate additional annual income.
3. The remaining savings arise from changes to staffing budgets and staffing numbers and will be achieved through fully embedding the business partnering model in 2020/21. From 2022/23, aided by the replacement/update of the council's finance system, a reduction in the number of Finance FTEs is anticipated. It is too early at this stage to confidently quantify the number of FTE reductions but is expected to be between 4 - 6.

## 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	340	-	200	-	-	540

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

**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

**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.		



<p><b>Implementation Details</b></p> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
<p>No additional resources are currently envisaged to be required to deliver the proposals.</p> <p>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 &amp; capital strategy; effective in year financial management and control.</p>

**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><b>Positive Impacts</b></p> <p>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</p>
<p><b>Negative Impacts</b></p> <p>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</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.

**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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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

## 20/25 - YC05

<b>Title of Option:</b>	Alexandra Palace & Park Charitable Trust		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Richard Grice
<b>Affected Service(s) and AD:</b>	Finance	<b>Contact / Lead:</b>	John O'Keffe / Charlotte Pomery

- 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 Alexandra Palace & Park Charitable Trust (APPCT) receives a revenue grant from the Council of £1,950k per annum as well as a capital grant of £470k per annum. The grants are given to the APPCT in furtherance of its charitable objectives. In recent years the grant has remained static at the levels set out above. Cabinet at its meeting in July 2019 agreed to pursue a reduction in the grant level with the APPCT. The APPCT is currently formulating its proposals to deliver the reduction.

## 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	195	-	100	-	-	295

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

**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.

**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)

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

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



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

**20/25 - YC06**

<b>Title of Option:</b>	Libraries - Re-imagining our Libraries offer for a better future.		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Andy Briggs - AD Customer & Corporate
<b>Affected Service(s) and AD:</b>	Library Services	<b>Contact / Lead:</b>	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 hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives.

Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. However, any space taken up by other departments limits the availability of space for external income generation.

Therefore careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential. Income can also be generated through partnership opportunities e.g. Police, rental workspace, event hire etc. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.

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

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

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Capital Costs</b>	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? (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	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.		

**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 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.

**2021/22**

Maximising the use of non-core library spaces that are currently underused or not used at all.

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.

Coworking Spaces

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.

The spaces identified to date are –

- 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

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.

Case Study WIMBLETECH CIC

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.

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.

Room Hire

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.

Fees & Charges

A benchmarking exercise of fees and charges will be completed to inform and make recommendations for revised fees and charges.

The review will include –

- 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.

New Opportunities

In addition, we will be exploring new opportunities to generate income for both 2021/22 and 2022/23 financial years, including -

- 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
- Commercial opportunities including coffee outlets
- Hosting festivals and marketplaces/craft shows in larger library spaces
- Working with book-sellers and publishers, including hosting author 'book launch events'.

**2022/23**

The proposal is to expand on the previous year's success and learning in increasing room hire and use of library spaces with the aim to ensure full utilisation of all spaces for the financial year 2022/23. This includes using spaces when Libraries are closed.

A review of the Library Service budget will be undertaken during 2021/22 for implementation April 2022 (approx. £100k pa)

The new opportunities for additional income identified during 2021/22 will be implemented by April 2022.

## 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><b>Positive Impacts</b></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 &amp; 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 &amp; overcrowding Libraries provide spaces for people to work, study reflect and socialise.</p>
<p><b>Negative Impacts</b></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><b>Positive Impacts</b></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><b>Negative Impacts</b></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 <b>statutory requirements</b>?</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 EqlA Screening Tool been completed for this proposal?	Yes
Is a full EqlA required?	Yes

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

**20/25 - YC07**

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

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

<b>Capital Implementation Costs</b>	<b>2020/21</b> <b>£000s</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>Total Capital Costs</b>	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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

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

**20/25 - YC08**

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

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

<b>Capital Implementation Costs</b>	<b>2020/21</b> <b>£000s</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>Total Capital Costs</b>	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.		

<b>Implementation Details</b> <ul style="list-style-type: none"> <li>•How will the proposal be implemented? Are any additional resources required?</li> <li>•Please provide a brief timeline of the implementation phase.</li> <li>•How will a successful implementation be measured? Which performance indicators are most relevant?</li> </ul>
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)
<b>Positive Impacts</b>
n/a
<b>Negative Impacts</b>
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

**20/25 - YC09**

<b>Title of Option:</b>	Maximising income from filming and venue management		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Joanna Sumner
<b>Affected Service(s) and AD:</b>	Strategy & Communications / Operations / Corporate Property	<b>Contact / Lead:</b>	Lesley Gordon / Eleri Salter / Frederico Fernandes / Ann Cunningham / Peter O'Brien

- 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?

The original proposal is in two parts. The first is to make Haringey more attractive to film companies by identifying vacant buildings for use as production bases, and by making parking easier in order to generate income. Some initial work has been carried out looking at what other London Boroughs have done to make it easier for companies to park at film locations. Haringey's income from filming related parking suspensions in 17/18 was £15k.

Other local authorities have generated high returns in parking fees (£100k in Camden), in comparison, Haringey is unlikely to be able to generate similar high levels of income from parking due to our current parking arrangements. Boroughs like Camden and Islington operate a 100% CPZ, while Haringey has coverage of 70% of the borough. If borough CPZ coverage increases net additional income tapers off. Increasing CPZ coverage will not dramatically increase parking suspensions for filming as the non CPZ areas of the borough are mainly residential and so it is unlikely that we will introduce many new "pay by phone" bays in these areas. In addition our income will not be comparable to boroughs like Southwark or Camden as around half of the CPZs in Haringey are only for 2hrs a day. Most film crews need access from first thing in the morning and then throughout the day.

## 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	6	6	3	-	-	15

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



**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

This form of parking works for all productions but is highly beneficial to those working with an inflexible budget who can't afford to suspend parking.

Scenario: 100 purchased per year = additional £2,740.00

It is recommended that these changes are implemented with the new Parking IT system and be operational from April 2020.

By introducing film friendly policies such as the proposed parking changes, Haringey as a whole will benefit from a rise in income as more productions will choose Haringey locations as they would now be able to facilitate them.

Word of mouth amongst Location Managers in the industry will build quickly once these proposed parking changes are made, hence strong projection for the following year.

Below are measure which have also been suggested by the film industry which they believe would further encourage filming and further increase income in the borough. However, at this time officers do not believe the changes are possible for the reasons outlined.

iii) Single Yellow Line dispensation

£60.40 per vehicle per day

Facilitates filming without the need for suspensions as well as supporting filming in areas where there are no bays to suspend.

Scenario: 100 purchased per year = additional £6,040.00

Single yellow lines are installed for a reason. This is usually because it would be unsafe to allow parking during certain time of the day.

Permitting parking may result in obstructive parking and congestion.

iv) Extending enforcement hours

Extending enforcement hours will interest productions who require streets to be completely clear of parking, this could be a period shoot, a Christmas commercial or a car stunt.

Scenario: Period shoot with 2 days worth of filming, 30 bays to be suspended per filming day across 8 runs = additional £2,377.40.

However, production will require prep/strike on either side of the filming days (3 day prep, 1 day strike) 10 bays, one run = additional £1,240.60

Additional parking income based on above scenarios = £15,653.70

Many CPZ's in the borough only operate 2hrs a day (e.g. 10-noon) Monday to Friday. This means that suspensions cannot only be in place during these operational hours and so if a film crew wants to gain access at 8am they cannot.

While we have had some requests to extend operational times in some areas, any change would be subject to consultation and be resident led. Therefore item iii and iv have not been considered in financial evaluations at this time but may be considered in the future.

**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. As most film crews want access from first thing in the morning and then throughout the day, these CPZ's are of little use to them.

**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 as 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

EqIA Screening Tool

Is a full EqIA required?

n/a

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

**20/25 - YC10**

<b>Title of Option:</b>	Income from Outdoor Media - Strand 1 (Additional sites for on-street digital advertising and other advertising opportunities)		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Joanna Sumner
<b>Affected Service(s) and AD:</b>	Strategy and Communications	<b>Contact / Lead:</b>	Lesley Gordon

**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 generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertising, which are sympathetic to the surroundings and maximise the councils commercial returns;

**1. Street Advertising**

We have a contract with Clear Channel for digital on street advertising that came into effect in April 2019. For the existing contract we earn £175k per year for 15 sites in the borough. £129k of this has been taken as a saving with the remaining £46k contributing to the cost of the Communications Service. We are in discussions with Clear Channel on increasing the number of sites, and they are actively looking at potential sites in Tottenham and in the West of the Borough. 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. Out of home advertising**

Making use of the assets available to us and the viewability and high footfall locations. The commercial manager has met with a number of providers to understand their offering for the borough, and believes that CP media would be a viable and sound option for the borough. Negotiating a 60% return of revenue for the council approx. £22k in year after deducting implementation and further development costs, with an increase year on year. Potential opportunities include; eight welcome to the borough signs, one roundabout, 40 potential landscape signs, 17 car parks, 130 lampposts banners.

**3. Libraries and Customer services advertising**

Our libraries are an important part of our community, our footfall is high and subsequently these locations have a fantastic reach with high visibility. These locations will be an excellent platform for our local SME's to have an out of home digital platform to promote to the community they serve. Sympathetic advertising on the entrance to our sites will generate an income, which will not only generate a return of revenue for the council - but also generate capital to invest in further screens in additional locations. We have explored a number of options, however, digital advertising screens will deliver the highest return for the council, and also give the communications and libraries service access to promote corporate messages. Potential of £70k savings after deducting costs for implementation and investment for further developments.

**Financial Benefits Summary**

<b>Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
<i>All savings shown on an incremental</i>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>New net additional savings</b>	<b>110</b>	<b>52</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>212</b>

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>

Total Capital Costs	-	-	-	-	-	-
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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

**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.

<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><b>Positive Impacts</b></p> <p>Provide more opportunities to promote their services.</p>
<p><b>Negative Impacts</b></p> <p>N/A</p>

<p>How does this option ensure the Council is able to meet <b>statutory requirements</b>?</p>
<p>Keeping residents informed of council services and initiatives.</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
No new sites are identified	M	L	None
No planning approval	H	L	Engage planning as early possible to identify sites

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

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

**20/25 - YC11**

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

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

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

**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)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
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

## 20/25 - YC12

<b>Title of Option:</b>	Digital Services - Capitalisation of IT Infrastructure Staff		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Richard Grice/Paul Dooley
<b>Affected Service(s) and AD:</b>	CT&R - Digital Services	<b>Contact / Lead:</b>	Paul Dooley

- 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 for the Capitalisation of infrastructure staff who support the delivery of programmes/projects – see table below.

This will either be via Capital Receipts used to pay for staff who work on transformative initiatives or Capital funds where staff produce a tangible asset in relation to the work undertaken

ROLE	50%
Communications Manager	36,194.50
Site Engineer	31,359.50
Voice Engineer	32,709.50
Technical Infrastructure Eng	36,194.50
Technical Infrastructure Eng	36,194.50
Technical Infrastructure Eng	36,194.50
Application Packager	31,359.50
DBA	36,194.50
Technical/ solutions Architect	36,194.50
Developer	31,359.50
Data Scientist (100%)	72,389.00
<b>Total</b>	<b>416,344.00</b>

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
<b>New net additional savings</b>	- 345	-	-	-	-	- 345

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

**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?	Yes The posts mentioned in this MTFS proposal have been evaluated as part of the IT restructure.
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

Capital MTFS Schedule - Your Council

REF	Revenue Savings Reference	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
699		Your Council	Borrowing	P6 - Approved Capital Programme Contingency	4,500	-	-	0	-	4,500
650		Your Council	Self-Financing	Communities first programme	700	700	-	-	-	1,400
651		Your Council	Borrowing	Libraries condition and accessibility works programme	1,230	-	-	-	-	1,230
652	20/25-YC06	Your Council	Borrowing	Libraries - Re-imaging our Libraries offer for a better future	650	-	-	-	-	650
653	20/25-YC12	Your Council	Self-Financing	Capital Support for IT Projects	850	850	850	850	850	4,250
Total					7,930	1,550	850	850	850	12,030

**Your Council****Community First programme 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
650	Communities first programme	0	0	1,400	<b>1,400</b>

During 2019/20 a proof of concept for a new early intervention and prevention service was developed to test an emerging model that is aimed to provide cost avoidance and improved early intervention for our most vulnerable residents. The proposition is that Community First will identify and resolve the root causes of an individual's or household problems. The purpose of the service will be early intervention and resolution through a multi-disciplinary, multi-agency approach to problem solving to help the resident to become more self-sufficient and resilient. The service will tackle the multiple needs of the household in a joined-up way and at an early stage of the potential crisis point. Community First will work collaboratively with the NHS and community assets available within localities to deliver a true early intervention and prevention service aligned to common positive outcomes for the residents. This early intervention should reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes.

The exact sites for the delivery of the Community First programme will be identified in the next stage of work.

**Further remediation of library condition and accessibility issues 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
651	Libraries condition and accessibility works programme	1,230	0	0	<b>1,230</b>

A capital investment programme for libraries is underway with £1.3m allocated to enhance internal library spaces at Wood Green Library and 4 of the 6 branch libraries. When the capital was allocated Muswell Hill and Combes Croft were out of scope of the project due to the Tottenham High Road West scheme including a new Library and Learning Centre to replace Combes Croft and proposals to relocate Muswell Hill library. The Tottenham High Road West scheme has not started yet and relocation of Muswell Hill did not take place, so it is now necessary to include both these libraries in the capital programme to ensure that the condition of the library is comparable with the other branch libraries. In addition, at Muswell Hill there are significant accessibility issues as a core part of the library service - the children's library service - is located on the first floor with no lift and no accessible WCs. Works required include the provision of a new passenger lift in the listed building at Muswell Hill and at Coombes Croft the provision of new furniture and new internal arrangements including new glazed and acoustic screens. Three of the branch libraries - Alexandra Park, Stroud Green & Harringay and Highgate have upper floors that are currently under used, or in the case of Stroud Green and Harringay not used at all. This proposal is to remediate these condition and accessibility issues.

**Re-imagining of our libraries offer 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme Description</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
652	Libraries - Re-imagining our Libraries offer for a better future	650		0	<b>650</b>

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.

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. A recent Libraries peer review identified opportunities to explore wider engagement with other council services such as Children's, Adults, economic growth 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 view is to create community hubs that will enable the locality-based approach to service delivery for other Council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives. Revenue can be generated utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. However, any space taken up by other departments limits the availability of space for external income generation. Therefore, careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential. Income can also be generated through partnership opportunities e.g. Police, rental workspace, event hire etc. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.

**Capitalisation of infrastructure staff 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
653	Capital Support for IT Projects	0		4,250	<b>4,250</b>

This budget is for the cost of the staff who support the delivery of programmes/projects that deliver assets that deliver transformation and create savings. These costs will be added to each scheme and the investment will pay for the costs of these staff. These costs will be allocated to projects as part of the business case approval process and inform the calculation of savings.

**Approved Capital Programme Contingency 2021/22-2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
699	Approved Capital Programme Contingency	4,500			<b>4,500</b>

It is prudent, given the scale of the proposed capital programme that a contingency is budgeted for.

**Yearly Investments**

Your Council	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	2,080	3,790	1,600	950	0	<b>8,420</b>
New Capital Bids	7,930	1,550	850	850	850	<b>12,030</b>
<b>Total</b>	<b>10,010</b>	<b>5,340</b>	<b>2,450</b>	<b>1,800</b>	<b>850</b>	<b>20,450</b>

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