

## NOTICE OF MEETING

# ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL

Thursday, 10th December, 2020, 6.30 pm - Microsoft Teams. Watch it ([Here](#)).

**Members:** Councillors Barbara Blake, Julie Davies, Scott Emery, Julia Ogiehor, Dana Carlin, Mike Hakata and Khaled Moyeed (Chair)

**Co-optees/Non Voting Members:** Ian Sygrave (Haringey Association of Neighbourhood Watches)

Quorum: 3

### 1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### 2. APOLOGIES FOR ABSENCE

### 3. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with as noted below).

### 4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

**5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, Paragraph 29 of the Council's Constitution.

**6. MINUTES (PAGES 1 - 8)**

To approve the minutes of the previous meeting.

**7. PRIORITIES FOR THE HARINGEY COMMUNITY SAFETY PARTNERSHIP (PAGES 9 - 22)**

To invite comments from the Panel on current performance and priorities for the borough's Community Safety Partnership.

**8. UPDATE ON HARINGEY & ENFIELD BCU INTEGRATION.**

Verbal Update

**9. UPDATE ON ADDITIONAL POLICE NUMBERS IN HARINGEY**

Verbal Update.

**10. SCRUTINY OF THE 2021/22 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2021/22-2025/26) (PAGES 23 - 194)**

To consider and provide comments on the draft MTFs savings proposals for Place.

**11. WORK PROGRAMME (PAGES 195 - 200)**

**12. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 3 above.

**13. DATES OF FUTURE MEETINGS**

4<sup>th</sup> March

Philip Slawther, Principal Committee Co-ordinator

Tel – 020 8489 2957

Fax – 020 8881 5218

Email: philip.slawther2@haringey.gov.uk

Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

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

Wednesday, 02 December 2020

This page is intentionally left blank

## **MINUTES OF MEETING Environment and Community Safety Scrutiny Panel Tuesday, 3rd November, 2020, 18:30**

### **PRESENT:**

**Councillors: Barbara Blake, Julie Davies, Scott Emery, Julia Ogiehor, Dana Carlin, Mike Hakata and Khaled Moyeed (Chair)**

### **ALSO ATTENDING:**

**Ian Sygrave, Haringey Association of Neighbourhood Watches**

### **32. FILMING AT MEETINGS**

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

### **33. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **34. ITEMS OF URGENT BUSINESS**

None.

### **35. DECLARATIONS OF INTEREST**

None.

### **36. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

### **37. MINUTES**

#### **RESOLVED**

That the minutes of the meeting of 3<sup>rd</sup> September be agreed as a correct record.

### **38. MEMBERSHIP AND TERMS OF REFERENCE**

#### **RESOLVED**

That the Panel

- I. Noted the terms of reference at Appendix A of the report, and the Protocol for Overview and Scrutiny Committee at Appendix B;
- II. noted the terms of reference/policy areas and membership for each Scrutiny Panel for 2020/21 at Appendix C of the report.

**39. APPOINTMENT OF NON VOTING CO-OPTED MEMBER**

**RESOLVED**

That a representative from Haringey Association of Neighbourhood Watches be appointed as a non-voting coopted Member of the Panel for the 2020/21 Municipal Year;

**40. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR CLIMATE CHANGE, EQUALITIES AND LEISURE**

The Panel undertook a verbal question and answer session with the Cabinet Member for Climate Change, Equalities and Leisure. The following arose from discussion of this item:

- a. The Panel sought assurances around the proposed charges for use of tennis courts and questioned the disproportionate impact that this would have on low-income families. In response, the Cabinet Member advised that she had paused the introduction of charges, pending a review of the policy and the pricing levels. It was noted that this applied to the remaining tennis courts that did not already have charges in place.
- b. The Panel also sought clarification around the extent to which parks funding would be protected going forwards. In response, the Cabinet Member set out that the Council had a significant budget deficit due to the coronavirus epidemic and that she was not in a position to guarantee that there would be no budget savings made in parks. However, the Cabinet Member advised the Panel that she would be looking to protect frontline services in parks. Officers clarified that proposals in the MTFs on parks were primarily focused on income generation. The three savings proposals put forward for parks were around; increasing property income, income from sports court charging and staffing reductions in the events team (non-front line roles).
- c. The Chair enquired about the four oak trees in Queens Wood and sought assurances around what conversations had taken place with the Cabinet Member and both officers and demonstrators on this. The Cabinet Member advised that she had met with the campaigners, who had also met with the homeowners. The current position was that a second report had been commissioned by Axa and the Council was awaiting the findings of this report. The Cabinet Member advised that she had asked officers to find alternatives to felling the trees, which would not cost the Council £300k. The Cabinet Member advised that she had been very clear on this issue and that she did not want to see those trees felled.
- d. In response to a follow-up question on whether the Council would pay for under-pinning the trees, the Cabinet Member commented that she would like to

- see Axa pay for the underpinning given their corporate stance on climate change and desire to be seen as a green/sustainable company.
- e. The Panel sought assurances around the impact of the new lockdown restrictions on parks and what contingencies were in place. In response, the Panel were advised that it was not anticipated that there would be the same impact as in the summer, because of the weather and parks being less busy during the winter months. However, it was acknowledged that there would likely be some increase in parks usage due to the imposition of a new lockdown.
  - f. In regards to the impact of the new restrictions, it was noted that sports facilities would be closed, along with outdoor gyms. Whilst, playgrounds would remain open, along with benches and picnic tables. Cafes would have to operate on a takeaway-only basis. Public toilets would also remain open.
  - g. In response to a follow-up question, officers advised that there were some exemptions in terms of support groups and volunteering being able to continue under the restrictions. This would include the continuation of school PE lessons.
  - h. The Panel suggested that the Council had been slow in reopening sports facilities and tennis courts in the wake of the first lockdown and sought clarification as to whether there was a plan in place this time to address it. In response, the Panel was advised that delayed reopening was done deliberately on the advice of public health colleagues, due to an increased risk of young people gathering and transmitting the virus. The high risk facilities were reopened in a supervised way in the run up to the summer holidays. It was felt that there were some equalities considerations from reopening tennis courts before other facilities were opened and a conscious decision was taken to delay this, in line with other sporting facilities.
  - i. In response, it was suggested that private tennis courts were opened in the west of the borough and that there was an argument that not reopening Council managed courts had the opposite effect intended in terms of equalities. The Cabinet Member commented that the tennis courts at Bruce Castle in the east of the borough were available.
  - j. Officers advised the Panel that reopening facilities should be done a lot quicker this time, as they did not have miles of temporary fencing to take down.

## **RESOLVED**

Noted.

### **41. SINGLE USE PLASTICS**

The Panel received an update on the development of a Single Use Plastics (SUP) Policy and the accompanying action plan. The report was introduced by Zoe Robertson, Head of Place, as set out in the agenda pack at pages 47-61. The following arose from the discussion of this item:

- a. The Panel sought clarification about the proposal around milk deliveries. In response, officers advised that when the waste produced by the council was examined, a surprising amount of plastic was generated through milk cartons used by staff. As a result, one area of the action plan was to examine options to reduce this, including seeing whether an old fashioned milk delivery in glass

- bottles could be sought and then distributed to staff through some kind of shared system.
- b. The Panel enquired about the single use plastics procurement requirements and how these would be monitored and measured. Officers agreed to come back to the Panel with a response. **(Action: Zoe Robertson).**
  - c. In relation to a question around what percentage of council generated waste was made up of single use plastics, officers advised that the amount of recycling coming out of the building was monitored and that they would come back to the Panel with a response on this. **(Action: Zoe Robertson).**
  - d. In response to a question, officers advised that the go green guide for events was still in development, but that it was targeted at both large and small event organisers across parks and green spaces and included areas such as food and drink sourcing, paperless tickets, electricity generation, use of water standpipes and the transport used to get to events. The Council was working with Friends of the Earth to ensure all plastics bottles from large events were recycled.
  - e. In relation to a question about incentivising businesses to go plastic free, it was acknowledged that there were costs associated with provision of plastic cutlery and straws etcetera. The Panel was advised that that NLWA had been piloting a plastic free scheme in Crouch-End before the lockdown and part of this was around engaging with business owners on the economic as well as environmental case for reduction of plastic usage. Officers hoped that the NLWA would be able to replicate this across a number of business communities in the borough in future. The Cabinet Member suggested that incentivising businesses was something that could be picked up with Cllr Bull going forwards.
  - f. The Panel enquired whether there was fixed end date in mind for the use of single use plastics, given that other local authorities undertaking similar schemes had done this. In response, officers advised that the action plan would likely evolve over time but all of the individual actions contained within it had a specific end date.
  - g. The Chair requested further information around how many hits the dedicated web page had received. The Chair also queried what was being done to advertise this dedicated page and communications activity around single use plastics. Officers agreed to follow up on this. **(Action: Zoe Robertson).**

## **RESOLVED**

That the information contained in the report be noted.

## **42. PARKS PERFORMANCE**

The Panel received a report which provided an update on Parks performance during quarters 1 & 2 of 2020/21, including the national COVID-19 lockdown of March to June. The report was introduced by Simon Farrow, Interim Head of Parks & Leisure as set out in the agenda pack at pages 63-66. The following arose from the discussion of the report:

- a. In response to a question around performance targets, the Panel was advised that the targets were set according to what could be realistically achieved with the resources available.

- b. In response to a question around why performance was better in Q2 than in Q1, officers advised that April, May and June saw a sustained period of good weather and that parks were being heavily used, particularly as parks were the only place people could go and socialise during the period of national lockdown.
- c. The Panel enquired about the level of engagement undertaken with Friends groups during this period and whether arranging litter picks with them was considered. In response, officers advised that there was engagement with stakeholders, including friends groups but it was not felt appropriate to arrange litter picks due to the public health crisis. Members commented that that Alexandra Palace were able to utilise a regular group of litter pickers and that further exploration of working with mutual-aid groups should be considered in the event of further lockdown restrictions.
- d. Members emphasised the importance of hygiene standards in parks and raised concerns around a 55% hygiene score being quite low. Members suggested that hygiene standards should be prioritised over other areas such as grass cutting. In response, officers acknowledged that safety and hygiene standards were key considerations and agreed that there was a choice to be made around how resources were applied to parks. Members were advised that performance during this period was hampered by very high footfall in parks corresponding with 15% of staff being off work as they were shielding, meaning that there was a lack of flexibility in being able to respond to additional pressures.
- e. The Chair sought clarification as to whether hygiene performance reflected additional activities undertaken in response to COVID-19. In response, officers advised that the performance measure related to pre-Covid hygiene activities of picking up litter, graffiti and emptying bins and did not capture the additional activities carried out due to the pandemic.
- f. In response to a follow up question about the extra activities that had taken place, officers set out the following activities:
  - All parks operational buildings were risk assessed and made Covid secure.
  - Officers worked with café owners to undertake risk assessments and make them Covid secure.
  - Public toilets were made Covid secure.
  - Staff were working in a socially distanced manner, which also impacted the use of vehicles as a result.
  - Twice weekly sanitisation of outdoor play equipment and gym equipment.

## **RESOLVED**

That the report was noted.

### **43. PARKS AND GREENSPACE STRATEGY**

The Panel received a report which provided an update on the development of a new Parks & Greenspaces Strategy. The council made a commitment in the borough plan 2019-2023 to develop a new Strategy for the borough to guide the development, management and use of parks and greenspaces over the next 15 years. The report

was introduced by Simon Farrow, Interim Head of Parks & Leisure as set out in the agenda pack at pages 67-72. The following arose from the discussion of the report:

- a. In response to the report setting out that consultation would take place and that officers were looking to engage with a variety of groups, including those that the Council did not usually hear from, the Panel sought clarification on who those groups were. Officers advised that the groups included young people, BAME groups, dementia groups and working with public health colleagues around improving accessibility of parks for older adults. Officers agreed that they would be happy to share the list of stakeholder groups with the Panel when this was developed.
- b. In response to a question, officers advised that many of the recommendations from the Scrutiny Review on Parks would be picked up in the Parks & Greenspaces Strategy.
- c. Panel Members raised concerns around safety and street lighting in parks, with a rise in drug use and other anti-social behaviour. The Panel also set out that there had been concerns raised by local police colleagues about the fact that the Council had stopped locking parks at night. Priory Park and Chestnuts were noted as particular examples where crime and ASB were taking place. In response, officers advised that there had been a conscious decision taken during the pandemic not to lock park gates in order to focus resources elsewhere. Simon Farrow advised that he would pick up the concerns raised with colleagues in Community Safety and come back to the Panel. **(Action: Simon Farrow)**.
- d. The Panel commented that there was an opportunity to adopt a co-production model for this strategy. The Panel commented on the need to involve other services from across the Council in the development of the strategy, such as the Regeneration team, Children's Services and Public Health.

## RESOLVED

That the report was noted.

### 44. STREET TREE PLANTING AND QUEENS WOOD TREES UPDATE

The Panel received an update on the Council's street tree planting programme for 2020/21 as well as the four oak trees in Queens Wood which have been implicated in a subsidence claim. The report was introduced by Simon Farrow, Interim Head of Leisure and Parks, as set out at pages 73-78 of the agenda pack. The following arose from the discussion of the report:

- a. The Panel welcomed the street tree planting programme and noted that it would be the biggest for over ten years.
- b. The Panel commented that a number of trees had been removed on Harringay Green Lanes and around the Ladders over recent years without being replaced. It was commented that there seemed to be no trees in the plan designated for this area. In response, officers advised that there had been no direct funding for replacements for the last two years and that any replacement trees had been funded externally during this time, which often dictated where those trees were planted. Officers advised that the initial planting schedule was only part of the programme and that further replacement street trees would be factored into the programme going forwards.

- c. The Panel commented that they would like to see CIL money used to pay for additional planting of street trees.
- d. In response to a question, officers advised that around 400-500 trees were felled in the borough in a year. The Panel requested figures on the net number of trees in the borough going forwards. Simon agreed to provide an update to the Panel on the net figure for number of trees in the borough, either via email or an update to be brought to the next Panel meeting.

**RESOLVED**

That the update was noted.

**45. AIR QUALITY UPDATE**

The Panel received a report which set out the headline data regarding air quality across Haringey for 2019, which was the latest full years data available. The report was introduced by Joe Baker, Head of Carbon Management as set out in the agenda pack at pages 79-80. The following arose in discussion of this report:

- a. It was noted that overall, there was an improvement in air quality across the borough, but there were still five locations which exceeded the national objective for air quality.
- b. In response to a question, the Panel was advised that Holy Trinity School and the Welbourne School were identified as the worst performing schools in the Mayor's Air Quality Action Plan, this was due to their proximity to Tottenham High Road. In response to this, the Council was launching a trial programme to put in place an air quality fence at Holy Trinity School. In response to a follow up question about why that school was chosen, officers advised that it was the only school that responded positively to the Council's offer and that if the trial was successful they would look to try and roll this out to the other affected schools in the area.
- c. The Panel noted that Enfield had recently trialled their tenth LTN and had also set up local air quality monitoring posts to monitor the impact on local air quality levels in support of this. Officers advised that as part of the Air Quality Action Plan, Haringey was increasing the number of monitoring stations in the borough including two automatic sites, which would support the School Streets initiative. Joe Baker agreed to speak to Cllr Hearn about how passive air quality monitoring stations could be used to support LTNs. **(Action: Joe Baker).**

**RESOLVED**

That the update was noted.

**46. RECYCLING RATE**

The Panel received a verbal update on the recycling rate from Nathan Vear, Interim Head of Waste. It was noted that the 2019/20 outturn figure was 30.14%, which was down from 30.17% the year before. The Quarter 1 outturn for the current year was

31.14%, which reflected a 1% increase so far. The main reason for the increase was because of an additional 900 tons of dry recycling collected. It was suggested that people were consuming more at home due to the lockdown. It was noted that the key challenges going forwards were identified as prevention of contamination of recycling bins and increasing the amount of food waste collected.

The Panel noted with concern the fact that the recycling rate had decreased for the fourth year running and sought further information around what challenges were faced by Haringey in relation to other London boroughs on this.

The Chair requested that a written report be drafted and circulated to the Panel, which included information in relation to the above point. The Panel would then submit written questions to officers in response. **(Action: Nathan Vear).**

**47. WORK PROGRAMME**

The Panel suggested the following areas for inclusion in the work programme:

- Impact of COVID-19 on BAME communities
- The development of the Cycling and Walking Action Plan

**RESOLVED**

The work programme was agreed.

**48. NEW ITEMS OF URGENT BUSINESS**

N/A

**49. DATES OF FUTURE MEETINGS**

10<sup>th</sup> December 2020

4<sup>th</sup> March 2021

CHAIR: Councillor Khaled Moyeed

Signed by Chair .....

Date .....

**Title:** Haringey Community Safety Priority Setting – December 2020

**Report**

**authorised by:** Eubert Malcolm, Assistant Director for Stronger & Safer Communities

**Lead Officer:** Sandeep Broca, Intelligence Analysis Manager

**Ward(s) affected:** All Wards

**Report for Key/**

**Non Key Decision: Non key-decision**

**1. Describe the issue under consideration**

- 1.1 This briefing note details information about the Haringey Community Safety priority setting process for 2021/22. This is similar to the 2020/21 process, to be finalised by March 2021.
- 1.2 As part of the Mayor's Police and Crime Plan, MOPAC have committed to setting local policing priorities across the capital in conjunction with borough leaders and police. Setting the priorities in this way ensures local issues, as determined by Community Safety Partnerships, are focused on. MOPAC is committed to refreshing the local borough priorities on an annual basis.
- 1.3 Alongside the local priorities are London wide policing priorities on mandatory high-harm crimes: sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime.
- 1.4 MOPAC have noted that, for the offences chosen as a priority by boroughs, in the majority of those areas there has been an improvement in offending when compared with Boroughs not focusing on the same crime types locally. This suggests the local problem-solving approach does have an impact.
- 1.5 Last year, data showed that both violence (Robbery; Non-Domestic Violence with Injury) and burglary were trends on the rise and should be considered actively by boroughs when setting local priorities. As a result, many Boroughs chose a violence measure and/or burglary as a priority. Alongside this, MOPAC ensured that anti-social behaviour remained a local borough priority across London.

**2 Cabinet Member Introduction**

- 2.1 **Priority Setting:** We have seen welcome reductions in violence with injury, robbery and serious youth violence (SYV) victims during the last eight months, which compare favourably with the London average. However it is crucial that we continue to focus on these priority areas going forward as VWI and robbery

continue to be a significant challenge for the North Area Basic Command Unit and Haringey remains one of the largest contributors to these offences.

- 2.2 **Mayors Community Engagement Action Plan:** I am encouraged by the development of the Mayors Engagement Action Plan. Further work will be undertaken over the coming weeks to ensure this reflects the historical context in Haringey and allows for transparent and clear representation across all of our communities in Haringey.
- 2.3 **Prevention and Diversion:** In terms of prevention and diversion activities we have also seen the recent launch of Op Alliance based at Wood Green Custody Centre. Op Alliance is aimed at working with young people aged between 10 and 18-years-old in custody with a clear objective to divert them away from crime and reoffending. The initiative has been formed through a partnership between the Met Police and charities Oasis Hadley and The Children's Society, as well as Haringey and Enfield Council Children Service. It will see four youth outreach workers embedded in Wood Green Custody Suite until March 2021, with the aim to build on the partnerships and continue this programme longer-term.
- 2.4 **Domestic Abuse.** I am also concerned about the effects of lockdown on Domestic Abuse during 2020. There are several factors which may have contributed to the increased risks we have seen this year, including the impact of the lockdown and the additional barriers to reporting. This included self-isolation and restricted movement, which means that survivors were trapped at home for prolonged periods of time with their perpetrators and that they were less likely to be able to safely contact others or call for help.

Burgoyne Road Refuge has been purchased and discussions are ongoing, updates to follow early 2021

- 2.5 **Hate Crime:** Compared to the same point last year racist and religious hate crime has seen increases both in Haringey and across London. Again, this is a worrying trend which is attributed to several factors, including the pandemic, reaction to BLM protests and Brexit. It is of concern that this could become more prevalent as we head into 2021.

### 3 Recommendations

- 3.1 Haringey's agreed local priorities for 2020/21 are Violence with Injury (Non-Domestic) and Personal Robbery. Whilst some positive improvements have been noted in Violence with Injury (Non-Domestic) (-11%) and Personal Robbery (-30%), both of these remain significant challenges for the borough. The seriousness of such incidents continues to also remain high, with levels of injury sustained often being significant.
- 3.2 The volume of recorded crime has reduced significantly since March 2020, in Haringey and across London. Some crime types have experienced reductions in excess of 30% during this period.

- 3.3 As each phase lockdown easing was implemented, crime levels have generally increased once again, however, they remain below previous baseline levels in most cases.
- 3.4 Nonetheless, Haringey experiences over 1,600 violent crimes per year and almost 1,700 robberies, equating to one of each of these offences approximately every 5 hours, throughout the year.
- 3.5 Due to these factors, it is recommended that Violence with Injury (Non-Domestic) and Personal Robbery remain key local priorities for Haringey, along with the basket of high harm crimes (sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime) and anti-social behaviour. These priorities would also support a number of ongoing workstreams in Haringey, including the Community Safety Strategy, the Young People at Risk strategy, the Borough Plan and the North Area Violence Reduction Group (NAVRG).

**4 Reasons for decision**

n/a

**5 Alternative options considered**

n/a

**6 Background information**

- 6.1 Haringey has a signed agreement with the Mayor's Office for Policing and Crime to contribute to tackling the Mayor's priority crimes. This is allocated across five areas: Drug treatment intervention to reduce reoffending; Integrated Offender Management; an integrated Gang Exit Programme; Advocacy and support to victims of domestic violence; Cross-borough support to ASB victims and witnesses (Haringey and Enfield).
- 6.2 Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.
- 6.3 Performance monitoring occurs in between Community Safety Partnership board meetings and attendance includes the holders of KPIs, the budget holders and statutory partners such as the police.

**7 Contribution to strategic outcomes**

- 7.1 This work contributes to the Mayor of London's Policing and Crime Strategy, Haringey's Borough Plan Priority 3 (Place) and the Haringey Community Safety Strategy. It will also help to deliver on Haringey's Borough Plan, Young People at Risk strategy, as well as the North Area Violence Reduction Group (NAVRG).
- 7.2 Officers and partners work strategically across related work areas and boards such as Youth Offending, Safeguarding Children and Adults, Health and Wellbeing, Regeneration, Community Gold, Early Help and the Community Safety Strategy.

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

n/a

**Finance and Procurement**

The continued funding may provide opportunities to build on existing workstreams, as well as pursuing new opportunities. Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.

**Legal**

n/a

**Equality**

There is an inherent impact on equalities of much of our community safety work and this is presented and discussed at the Community Safety Partnership meetings. This includes the peak age of offending being between 16 and 24; a disproportionately high volume of identified gang members being young black males (mostly of African-Caribbean origin) (approx. 80%); the impact of domestic and sexual violence on women and girls; high concentrations of crime occurring in areas of deprivation; and vulnerable individuals and communities becoming victims of hate crime.

This report considers the areas of challenge in direct correlation with the impact on victims, especially vulnerable victims. In this respect, significant attention is being given to the disproportionate impact.

**9 Use of Appendices**

1 - Haringey Community Safety Priority Setting December 2020 (Slide Deck)

**10 Local Government (Access to Information) Act 1985**

# Haringey Community Safety Priority Setting December 2020

*Sources: All data from Mayor's Office for Policing and Crime (MOPAC) Website, Metropolitan Police Service (MPS) Website and MPS AWARE System, and covers the period December 2018 to November 2020.*

## 2020/21 Priorities:

- In early 2020 the Haringey Council leader and Chief Executive and North Area Borough Commander liaised with the Deputy Mayor, Sophie Linden, to discuss and agree Haringey's local policing priorities.
- As a result of these discussions it was confirmed that **Robbery** and Street Based Violence, (measured as **Non Domestic VWI**), would continue to be the areas of priority for Haringey.
- Alongside this it was also confirmed that ASB and a list of high harm crimes will also be a priority for all boroughs.

## Impact of COVID-19 on Crime Levels

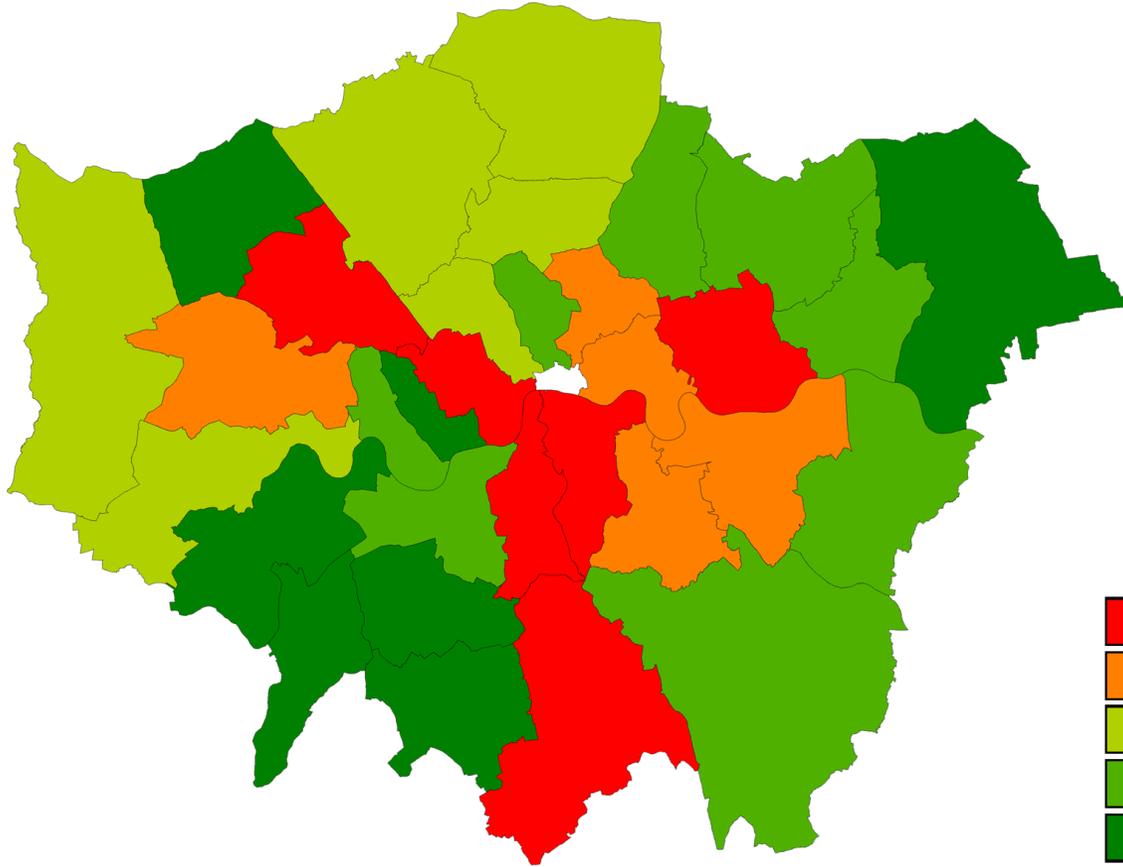
- The volume of recorded crime has reduced significantly since March 2020, in Haringey and across London.
- Some crime types have experienced reductions in excess of **30%** during this period.
- As each phase lockdown easing was implemented, crime levels have generally increased once again, however, they remain below previous baseline levels in most cases.



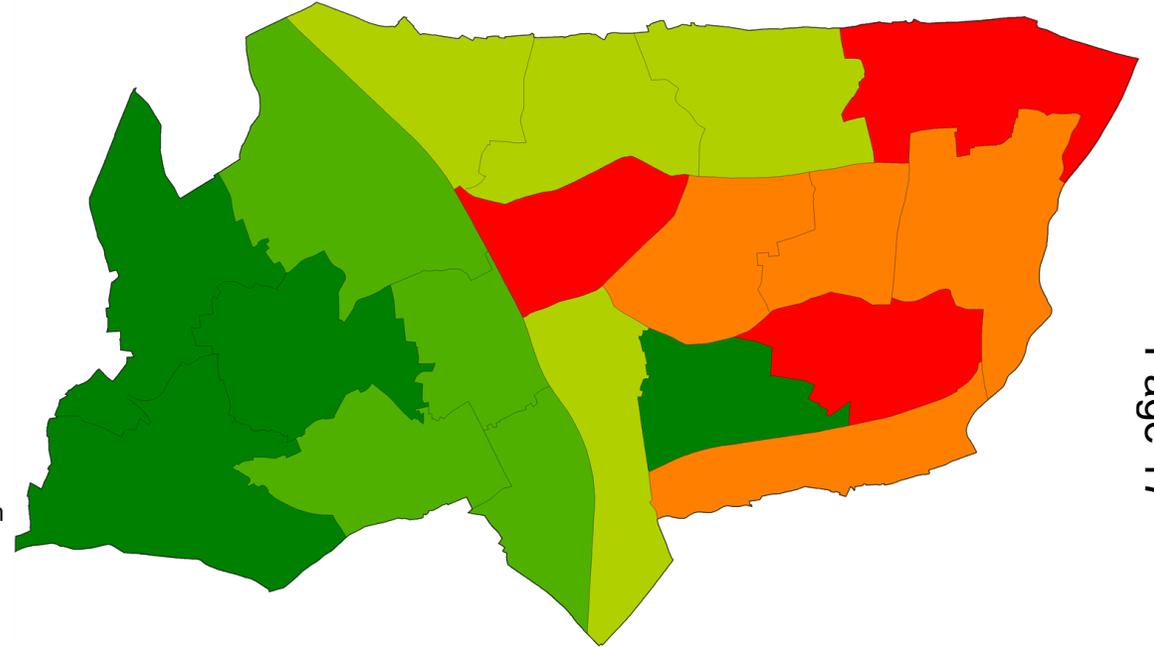
# 12 Months Crime Performance Overview

	Haringey		London
	Offences Current 12 Months	Offences % Change	Offences % Change
<b>Total Notifiable Offences (TNO)</b>	29,164	-10%	-10%
<b>Burglary</b>	2,014	-35%	-20%
<b>Criminal Damage</b>	1,670	-8%	-8%
<b>Robbery of Personal Property</b>	1,669	-30%	-22%
<b>Theft from Person</b>	1,235	-29%	-35%
<b>Violence with Injury (Non-Domestic)</b>	1,630	-11%	-13%
<b>Theft of Motor Vehicles</b>	1,003	-9%	-15%
<b>Theft from Motor Vehicles</b>	3,405	-11%	-8%
<b>Mandatory High Harm Crimes</b>			
<b>Hate Crime Offences</b>	853	+20%	+15%
<b>Knife Crime Offences</b>	696	-27%	-18%
<b>Sexual Offences</b>	722	-3%	-4%
<b>Violence with Injury (Domestic Abuse)</b>	850	-7%	+1%
<b>Mandatory Volume Crime</b>			
<b>Anti-Social Behaviour</b>	17,664	+81%	+67%

# Violence with Injury (Non-Domestic)



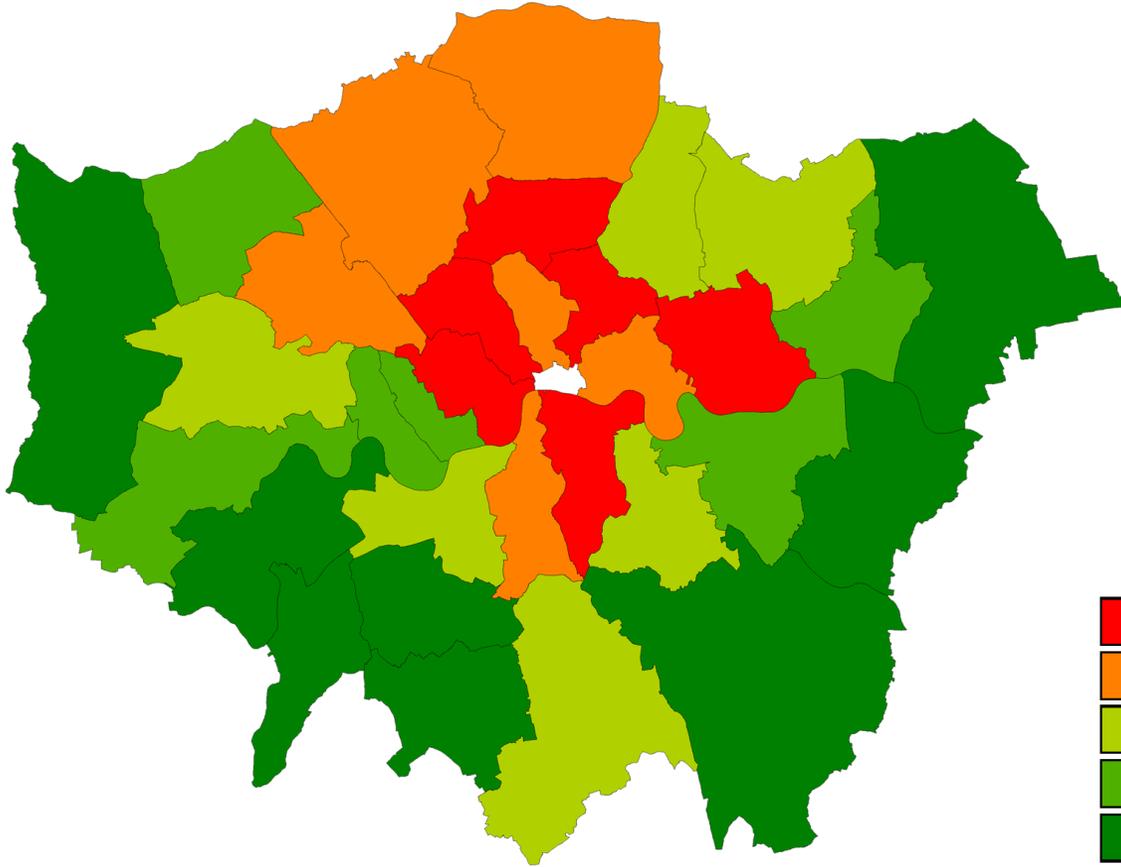
**London Borough Context**



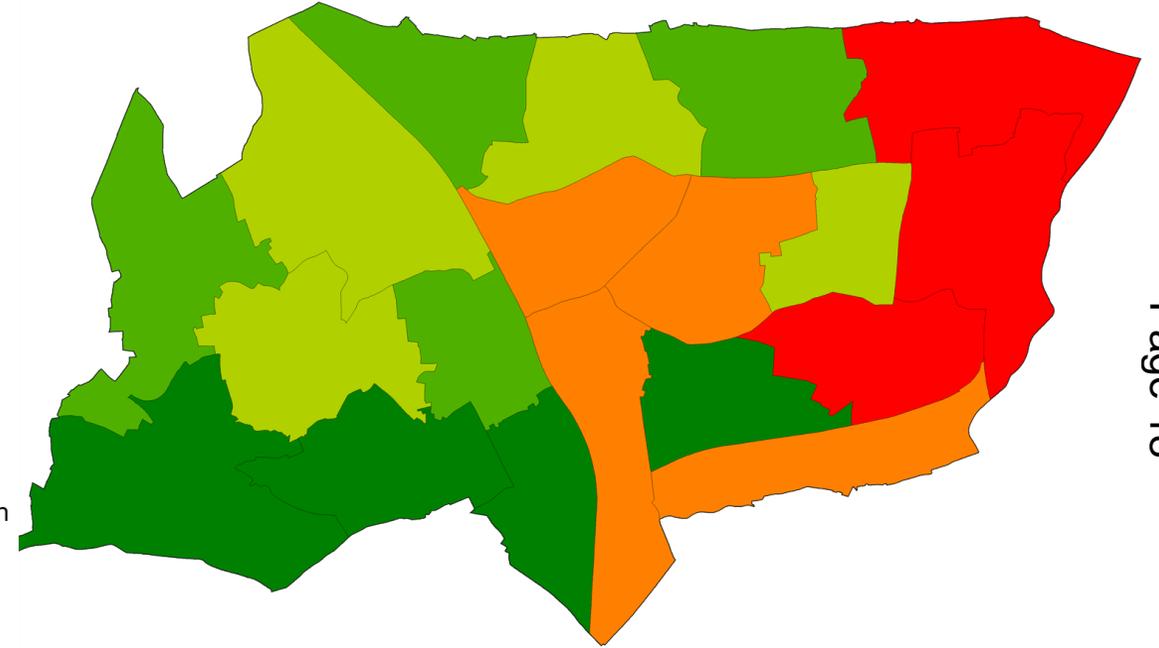
**Haringey Ward Context**



# Robbery of Personal Property



**London Borough Context**



**Haringey Ward Context**



- Whilst violence volumes have been reducing, the seriousness of incidents remains high.
- Since April 2020, **3** homicides have occurred in Haringey – 2 of which took place within a 7-day period in May 2020, including the tragic death of Chad Gordon in a case of mistaken identity.
- Several of London's most violent gangs operate within Haringey, and tensions are high, resulting in serious incidents taking place.
- **56** young people aged under 25 have been the victim of knife injuries in the past year (down from 85 in the previous 12-months).

- The supply of drugs remains a key violence driver for both Haringey and London as a whole.
- Since March 2020, both the supply of and demand for cannabis has increased, due to the reduction in heroin and cocaine supplies being imported.
- During this time, increased levels of violent aggravated burglaries have been noted as offenders have been breaking into cannabis factories to steal the yield.
- Drugs are also a significant factor in gang tensions across the borough.

- Robbery and Violence with Injury (Non-Domestic) continue to be high volume, high harm crimes which disproportionately affect Haringey.
- There is a clear cross over with knife crime, lethal barrel gun discharges and gang related activity.
- Work to tackle vulnerability is continuing and will be supported by focussing on these crime priorities.
- There has been an overall decrease in most crime types, including Violence with Injury (Non-Domestic) offences and Robbery in Haringey, which has outperformed the London trend since March 2020.

- Local data analysis suggests that the priorities should be retained for 2021/22 i.e. Robbery and Violence with Injury (Non-Domestic).
- This will support current and ongoing partnership activities around knife crime reduction, robbery focus and tackling violent crime and vulnerability.
- Robbery and Non-Domestic VWI are also key crime types which involve young people as both victims and perpetrators and there is a clear cross over with the Borough Plan, Community Safety Strategy, Young People At Risk Strategy, North Area Violence Reduction Group (NAVRG) and others.

**Report for:** Budget Scrutiny Panels

- Environment and Community Safety Scrutiny Panel, 10<sup>th</sup> December 2020
- Adults and Health Scrutiny Panel, 10<sup>th</sup> December 2020
- Children and Young People Scrutiny Panel, 14<sup>th</sup> December 2020
- Housing and Regeneration Scrutiny Panel, 15<sup>th</sup> December 2020
- Overview and Scrutiny Committee, 12th January 2021
- Overview and Scrutiny Committee, 18th January 2021

**Title:** Scrutiny of the 2021/22 Draft Budget / 5 Year Medium Term Financial Strategy (2021/22-2025/26)

**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 2021/22 Draft Budget / 5-year Medium Term Financial Strategy (MTFS) 2021/22 – 2025/26 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 2021/22 Draft Budget/MTFS 2021/22-2025/26 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. 2021/22 Draft Budget & Medium Term Financial Strategy (MTFS) 2021/26**

- 5.1 The MTFS agreed by Council in February 2020 assumed two years of relatively low budget gap (£1.9m & £3.1m) for 2021-2023; this was before the pandemic. The pandemic continues to have a significant adverse effect on the wider economy and public finances, reducing demand and supply in the short and medium term, presenting individuals, businesses and organisations with unprecedented challenges. The medium to long-term impact is unknown, though the OBR has forecast a return to pre-pandemic levels will not take place until late 2022.
- 5.2 The impact of Covid-19, has been such that the Council has fundamentally reconsidered its corporate planning including its change programmes and, reviewing the outputs and learning from the Recovery and Renewal work to understand the changed context in which it now works.
- 5.3 This Draft 2021/22 Budget and 2021/26 MTFS has sought to respond to this shift in Borough Plan via its General Fund (GF) and Housing Revenue Account (HRA) financial strategies and capital investments, including a more holistic approach to achieving organisational transformation and associated revenue savings, via work that spans across the organisation's departments. It also

incorporates our best understanding of the ongoing implications of the COVID-19 pandemic on our services and plans. It has been clear all the way through what have been many months of financial planning that this would be an extremely difficult budget for the Council. Before making any additional savings and the recent SR20 announcements, the Council's forecast budget gap for 21/22 had increased to £17m, an increase of £15m on the February forecast.

- 5.4 The recent SR 20 provides some level of financial improvement to this and other authorities for next year's budget, including additional social care grants. However, the main opportunity it provides for local authorities, including this council, is to generate funding to protect services at this key moment by increasing its council tax income. This draft budget therefore includes an assumption of additional income from a general council tax increase of 1.99% (the threshold set by government is 2%) and a further Adults Social Care Precept of 3% (the maximum allowed by Government), which give a total council tax charge increase of 4.99%. This proposed increase forms part of the budget consultation.
- 5.5 As it stands (and before any late adjustments), the Council is able set out a balanced draft budget for 2021/22, but only with a significant one-off use of £5.4m of reserves.
- 5.6 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 18th January 2021 for discussion, prior to approval and referral to Cabinet for consideration in advance of the Full Council meeting on 22nd February 2021. 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
- 5.7 As an aide memoire to assist with the scrutiny of budget proposals, possible key lines of enquiry are attached at **Appendix A**. This report is specifically concerned with Stage 1 (planning and setting the budget) as a key part of the overall annual financial scrutiny activity.
- 5.8 **Appendix B** is the Draft 2021/22 Budget & 2021/26 MTFS considered by Cabinet on 8<sup>th</sup> December 2020. This report sets out details of the draft Budget for 2021/22 and Medium Term Financial Strategy (MTFS) 2021/26, including budget reductions, growth and capital proposals. This includes details of estimated funding for 2021/22 and the remainder of the planning period and highlights areas of risk.
- 5.9 **Appendix C** provides details of the new revenue and capital budget proposals relevant to each Panel/Committee. 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.

**5.10 Appendix D** lists the pre-agreed savings relevant to each Panel/Committee. This document provides additional context and background to enable a more robust scrutiny of the draft proposals. Attention is also drawn to the 2020/21 Quarter 2 Finance Update Report presented to Cabinet on 8<sup>th</sup> December 2020 which provides a summary of the in year budget implications facing the authority which has informed the 2021/22 Draft Budget proposals now presented. The Council's 2020/21 Budget Book provides details of service budgets for the current year.

## **6. Contribution to strategic outcomes**

6.1 The Budget Scrutiny process for 2021/22 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 9<sup>th</sup> February 2021.

## **8. Use of Appendices**

Appendix A – Key lines of enquiry for budget setting

Appendix B – 2021/22 Draft Budget & 2021/26 Medium Term Financial Strategy Report (presented to Cabinet 8<sup>th</sup> December 2020)

Appendix C – 2020 New Budget Proposals

Appendix D - Pre-agreed savings

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

Background papers: 2020/21 Quarter 2 Finance Update Report - Cabinet 8<sup>th</sup> December 2020

<https://www.minutes.haringey.gov.uk/documents/s119987/Q2%20Finance%20Update%20Report%20ver2.0%20Cabinet%20FINAL.pdf>

2020/21 Budget Book

[https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey\\_2020-21\\_budget\\_book.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_2020-21_budget_book.pdf)

## **Financial Scrutiny: Understanding your Role in the Budget Process**

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

### **Overall, is the MTFS and annual budget:**

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

### **Stage 1 – planning and setting the budget**

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

Possible questions which Scrutiny members might consider –

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

### **Stage 2 – Monitoring the budget**

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

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

### **Stage 3 – Reviewing the budget**

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

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

This page is intentionally left blank

Report for: Cabinet 08 December 2020

Item number: **To be added by the Committee Section**

Title: **2021-22 Budget and 2021-2026 Medium Term Financial Strategy**

Report authorised by : Jon Warlow, Director of Finance

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

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration
  - 1.1 This report sets out details of the draft Budget for 2021/22 and Medium Term Financial Strategy (MTFS) 2021/26, including budget reductions, growth and capital proposals. This includes details of estimated funding for 2021/22 and the remainder of the planning period and highlights areas of risk. The report recommends that budget proposals are released for public consultation and Scrutiny consideration. The report addresses the impact that the Covid-19 pandemic has had on the financial planning process this year and the steps that the Council has taken to respond to this challenge. It also incorporates the Council's present best estimate of the implications of the Spending Review 2020 (SR20). The implications of expected further details from Government yet to be received, including the Local Government Funding Settlement, will be taken into consideration before the Final Budget for 2021/22 and Medium Term Financial Strategy (MTFS) 2021/26 are considered by Cabinet – to include its response to the consultation - and Full Council for ratification in February 2021.
  - 1.2 The current MTFS 2020/25 that Full Council approved in February this year assumed two years of relatively low budget gap (£1.9m & £3.1m) for 2021-2023, was before the pandemic. The pandemic continues to have a significant adverse effect on the wider economy and public finances, reducing demand and supply in the short and medium term, presenting individuals, businesses and organisations with unprecedented challenges. The medium to long-term impact is unknown, though the OBR has forecast a return to pre-pandemic levels will not take place until late 2022.
  - 1.3 Covid-19 affects everything local authorities do – as community leaders, public health authorities, education authorities, employers, partners and service deliverers. The Council is continuing to focus on responding to the crisis while ensuring normal critical services are provided. The proposals within this report

address the financial implications of the Council's response to its community's needs.

- 1.4 The pandemic has had a profound impact on all areas of the Council's finances. In the 2020/21 financial year the gross variation from budget is anticipated to be around £40m in the general fund alone. At the current time of writing not all of this is covered by confirmed government funding. The Council's Quarter 2 in-year budget monitoring reporting shows that the net pressure arising from Covid-19, taking into account government funding announced to date is around £4m (over and above other base budget pressures that need to be managed). This of course remains under constant review, as there are a large number of uncertainties around how the pandemic will impact the Council's finances going through the winter of 2020/21. The pandemic will also have a legacy impact on the Council's finances, the larger implications relating to growth pressures, income collection and the Council's savings programme.
- 1.5 While the budgetary impact of the pandemic is unprecedented, the Council also continues to focus on the implications of the UK's impending exit from the EU (Brexit) and its potential to significantly impact on budget plans and available resources. It is not possible to quantify the impact that this may have, which is further reason that the Council maintains sufficient financial resilience.
- 1.6 As is this Council's practice, it sets out here a budget which is intended to recognise and respond to forecast demands upon the Council and taking a realistic view of its circumstances. A detailed challenge to the growth and savings assumptions in the existing MTFs was undertaken alongside base budget pressures highlighted as part of the in year budget monitoring. As in previous years the Council's budget also reflects unavoidable demand led growth for services in its annual budgeting to ensure all budgets which are set are realistic and reflect the reality of demand that exists for certain services. As a consequence, the Council is proposing here to invest a further £8.6m, primarily into its Adults and Children's services to meet care needs (before savings).
- 1.7 The impact of Covid-19, has been such that the Council has fundamentally reconsidered its corporate planning including its change programmes and, reviewing the outputs and learning from the Recovery and Renewal work to understand the changed context in which it now works.
- 1.8 The Recovery and Renewal planning focussed on:
  - Looking again at the Borough Plan priorities and principles and reflecting on what needs to change as a result of Covid-19, including as part of conversations with partners, to understand systems-wide perspective

- Reviewing our service delivery, to meet the challenge of delivering services in a new world of living with Covid-19 and doing so in a smaller budget envelope
- Working with partners to understand the systems-wide impact

1.9 The 2019 Borough Plan already focuses on tackling inequality and unfairness and the impact of Covid-19 has highlighted the increased urgency of some of our priorities. The Council is now increasingly focussing on intervening early and preventing issues from escalating, building wealth back into Haringey communities, sustaining the positive impact that we have seen on the environment during the crisis period, and helping people to use digital methods of communication to interact with us and each other. Going forward, the refreshed Borough Plan will prioritise delivering economic recovery, health and wellbeing and strengthening our communities through the five Borough Plan priorities:-

- Housing - a safe, stable and affordable home for everyone, whatever their circumstances
- People - our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential
- Place - a place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green
- Economy - a growing economy which provides opportunities for all our residents and supports our businesses to thrive
- Your Council - the way the council works

1.10 This Draft 2021/22 Budget and 2021/26 MTFS has sought to respond to this shift in Borough Plan via its General Fund (GF) and Housing Revenue Account (HRA) financial strategies and capital investments, including a more holistic approach to achieving organisational transformation and associated revenue savings, via work that spans across the organisation's departments. It also incorporates our best understanding of the ongoing implications of the covid pandemic on our services and plans. It has been clear all the way through what have been many months of financial planning that this would be an extremely difficult budget for the Council. Before making any additional savings and the recent SR20 announcements, the Council's forecast budget gap for 21/22 had increased to £17m, an increase of £15m on the February forecast.

1.11 The recent SR 20 provides some level of financial improvement to this and other authorities for next year's budget, including additional social care grants. However, the main opportunity it provides for local authorities, including this council, is to generate funding to protect services at this key moment by increasing its council tax income. This draft budget therefore includes an assumption of additional income from a general council tax increase of 1.99%

(the threshold set by government is 2%) and a further Adults Social Care Precept of 3% (the maximum allowed by Government), which give a total council tax charge increase of 4.99%. This proposed increase forms part of the budget consultation.

- 1.12 As it stands (and before any late adjustments), the Council is able set out here a balanced draft budget for 2021/22, but only with a significant one-off use of £5.4m of reserves. It has not been possible at this time to fully address the forecast financial impact of Covid on next year without such a use of reserves.
- 1.13 The Council always maintains a five year future forecast of its finances via its MTFS. After the above assumptions and taking account of planned greater future years savings, it is still forecasting a gap of circa £8m for 2022/23 and more in subsequent years. This points towards a difficult budget round again next year and this underlines the significance of the Council's proposal's for council tax increases this year.
- 1.14 How this gap will be closed will need to be addressed by this time next year. Given the extent of changes already factored into our plan, this will be very challenging to the Council.
- 1.15 Despite the financial pressure on the Council, it continues to look to respond in new ways to the most pressing demands upon it. The proposed budget for next year now includes additional funding for the following:
- Free Schools Meals - £0.300m funding in 2021/22 and 2022/23 (on top of the £0.050m pa put in place in 2019/20)
  - Welfare Assistance Scheme - £0.3m funding in 2021/22 and 2022/23
  - Voluntary and Community Sector – £0.25m in 2021/22
  - Youth Services – £0.25m in 2021/22
  - Haringey University Bursary Scheme - £0.12m over 3 years
  - Recruit Local People - £0.10m over 2 years
- 1.16 While like all Councils our revenue budget remains tightly constrained, our capital programme also provides important opportunities to address our communities' needs. The report also sets out substantial proposed additions to the current General Fund Capital Programme including funding for:
- the creation on the Wood Green Youth Hub: £1m
  - further school conditions work: £33m
  - increased investment in our roads, pavements and other public realm: £18m
  - expansion of the strategy to tackle empty homes: £5m
  - the completion of the Pendarren refurbishment: £4.6m
  - replacement of the Adults Social Care system: £2.5m

- the Good Economy Plan £2m, and a number of additional workspace creation schemes: £3.4m
  - implementing the Alternative Provision Strategy: £12m
  - the complete refurbishment of the Civic Centre £14.25m (additional to existing budget of £9.75m).
- 1.17 For schools, the indicative Dedicated Schools Budget (DSB) funding, which is ring fenced for the delivery of education services, is also outlined. This includes the concerning implications of the on-going budget pressure on the High Needs Block (HNB) from legislative changes to service provision responsibilities introduced in the 2014 Children and Families Act. While this is, to an extent, addressed by the increase in High Needs DSG grant announced for 2021/22 and onwards, the council has a significant annual deficit and a difficult legacy position to be addressed in the form of a negative carried forward DSG reserve. The Government is considering what if any additional assistance will be provided to local authorities to address this position.
- 1.18 The report includes the draft Housing Revenue Account (HRA) revenue budget and HRA Capital programme, incorporating the work on updating the HRA Business Plan. This is a complex plan and Members should be aware that there may be further changes before the final budget package is presented in February, though this will not affect the rent proposals for 2021/22 included here.
- 1.19 The 2021/22 Budget and 2021/26 MTFs will continue to be refined between now and mid-February when the final plans will be presented to Cabinet for consideration before presenting to Full Council on 22 February 2021 for ratification. This will include the detailed implications of SR20, the local government funding settlement figures and the Cabinet's response to consultation. As part of this further work, additional opportunities for reducing the reliance on reserves to balance the 2021/22 budget will continue to be explored.
- 1.20 The developments most likely to impact on the 2021/22 Budget plans presented in this report before February are:
- Further clarity on the funding announcements contained within SR20
  - funding changes in the provisional & final Local Government Finance settlement
  - the outcome of public consultation, equalities impact assessments and any recommendations from Overview and Scrutiny committee
  - further refinement of the HRA business plan and consequent changes to the capital programme
  - any further significant change in assumptions around Covid-19 or Brexit

2. Cabinet Member Introduction

2.1 This is a progressive budget at a time of hardship.

2.2 The last 6 months has been unprecedented. The impact of the global coronavirus pandemic has been felt in every home, business and community in our borough. What began as a public health crisis swiftly became a food crisis, a housing crisis, an education crisis and an economic crisis. This has demanded unprecedented action from Haringey Council. In particular we have had a relentless focus on the most vulnerable people in our community – taking action to protect and support our people.

2.3 This has taken a toll on our finances. In the current year the gross financial impact of the pandemic is around £40million compared to our planned budget. Due to the sound management of our finances, the authority was able to do what was necessary knowing that we were not at risk as an organisation. This was particularly important given lack of clarity from central Government about whether they would fulfil their commitment to meet the costs of Covid.

2.4 The budget monitoring reports I have presented this year not only highlight the scale of the impact of Covid on the organisation's finances, but also highlight that progress that has been made on stabilising our business as usual budgets, and delivering on our planned MTFs savings programme. The budget reductions proposed in this report focus as much as possible on delivering efficiencies, service re-design, programmes which cut across departmental boundaries or increasing income instead of service level cuts.

2.5 The Council remains alive to reviewing all budget risks and savings programmes annually, and underlying pressures such as base budget issues which have arisen, demographic growth that is unavoidable and savings that will be delayed or no longer achievable, are all addressed as part of the 2021/22 Budget now proposed, though this report shows that it will not be possible to set a balanced budget for the 2021/22 financial year without utilising Council reserves of £5.4m. This budget has clearly been much more challenging when compared to the £0.6m gap presented at this time last year, however this reflects the effects of the pandemic on our organisational financial resilience.

2.6 The November Spending Review has made things clearer and we welcome the additional resources that have now been confirmed. However, Covid and the resulting recession will have a continuing impact on our finances, made worse by the chronic underfunding from 10 years of austerity. So, we will continue to call on Government to properly fund local councils so that we can serve our communities and build a fairer society.

2.7 Despite this hugely challenging situation we are proud that we have developed a budget in line with our values. It invests in young people, supports the most vulnerable and those impacted hardest by the pandemic, and seeks to build our local economy.

2.8 This budget includes real additional resources in 2021/22 for:

- Free Schools Meals: £300k
- A Welfare Assistance Scheme: £300k
- Our local Voluntary and Community Sector: £250k
- Youth Services: £250k
- Haringey Fairer Education Fund (University bursary scheme): £120k
- Recruitment of local people: £100k over the next two years

2.9 In addition, our capital programme will invest more than £90m of additional investment to address our communities' needs and invest for the long term. This includes:

- creation of the Wood Green Youth Hub: £1m
- further school building improvements work: £33m
- increased investment in our roads and pavements: £19m
- expansion of the strategy to tackle empty homes: £5m
- completion of the Pendarren refurbishment: £4.6m
- the Good Economy Recovery Plan: £2m. Additional workspace creation schemes: £3.4m
- implementing the Alternative (school) Provision Strategy: £12m
- the complete refurbishment of the Civic Centre £14.25m (additional to existing budget of £9.75m) creating a public building we can all be proud of.

2.10 This budget also maintains measures implemented in previous years such as the Council Tax Reduction Scheme (CTRS), and London Living Wage (LLW) rates. These vital commitments, alongside our continued investment in public services, are only possible through an increase in council tax income. This draft budget proposes a general council tax increase of 1.99% and a further Adults Social Care Precept of 3% (the maximum allowed by Government), which give a total council tax charge increase of 4.99%.

2.11 The increase for a Band D property (excluding GLA element) is £1.32 per household per week and we continue to have a comprehensive Council Tax Reduction Scheme that means that over 15,000 pay no Council Tax at all.

2.12 We recognise that raising council tax at this time will be an additional ask at a challenging time for some. However, without these resources we would have to cut back the support and services for the most vulnerable in our borough. We do not believe that this is the right thing to do.

2.13 The new 10 year HRA financial plan supports the delivery of increased number of new homes in the borough, with greater proportion of these new homes

being developed for social rents. The proposed increase in spend on existing homes further highlights the Councils commitment to improving the quality of life of residents, ensuring homeless households are provided a safe place to live, and maintaining the overall safety of our dwellings.

- 2.14 Haringey was characterised by unacceptable inequalities before this pandemic and it has got worse. The financial challenge we face does not diminish our commitment to build a more equal borough – as you can see from this budget.
- 2.15 Indeed, we will redouble our efforts to build the houses we need, create opportunities for our young people; and ensure a cleaner, greener Haringey.

### 3. Recommendations

#### 3.1 It is recommended that Cabinet:

- a) Note the initial General Fund revenue and capital budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the final Local Government Finance Settlement is received in January 2021 and also to incorporate further budget changes as required;
- b) Note the Draft General Fund 2021/22 Budget and MTFs (2021/22 to 2025/26) detailed in this report and Appendix 1;
- c) Note the Draft budget reduction proposals summarised in Section 7 and Appendix 2;
- d) Note the Draft General Fund Capital Programme for 2021/22 to 2025/26 as set out in Appendix 4;
- e) Note the Draft Housing Revenue Account (HRA) revenue and Capital Programme proposals and HRA Business Plan as set out in Section 9;
- f) Note the 2021/22 Draft Dedicated Schools Budget (DSB) and update on the DSG reserve position set out in Section 10;
- g) Note that the detailed proposals will be submitted to Overview and Scrutiny Committee / Panels in December 2020 and January 2021 for scrutiny and comments;
- h) Agree to commence consultation with residents, businesses, partners, staff and other groups on the 2021/22 Budget and MTFs.
- i) Note that an updated budget 2021/22 Budget and MTFs (2021/22 – 2025/26) will be put to Cabinet on 9th February 2021 to be recommended for approval to the Full Council meeting taking place on 22nd February 2021.

4. Reasons for decision

4.1 The Council has a statutory requirement to set a balanced budget for 2021/22 and this report forms a key part of the budget setting process by setting out the forecast funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

5. Alternative options considered

5.1 The Cabinet must consider how to deliver a balanced 2021/22 Budget and sustainable MTFS over the five-year period 2021/26, to be reviewed and ultimately adopted at the meeting of Full Council on 22nd February 2021.

5.2 Clearly there are options available to achieve a balanced budget and the Council has developed the proposals contained in this report after determining levels of both income and service provision. These take account of the Council's priorities, the extent of the estimated funding shortfall, estimated impact of Covid-19, Brexit and the Council's overall financial position.

5.3 These proposals are subject to consultation both externally and through the Overview & Scrutiny process and the outcomes of these will inform the final budget proposals.

6. General Fund Revenue Funding Assumptions

6.1 The Council has access to five main sources of funding:

- Business Rates
- Grants
- Council Tax
- Fees & Charges
- Reserves

Business Rates and Grants are largely driven by the outcome of Spending Rounds and the Local Government Finance settlement.

The following paragraph provides an update on the Spending Round 2020 (SR20) and the Local Government Finance Settlement. This is then followed by a section on each of the main sources of funding and sets out the assumptions made in this draft 2021/22 Budget & MTFS 2021/2026 about each of them.

SR20 and Local Government Finance Settlement 2021/22

6.2 On 20 October 2020 government announced that, in order to prioritise the response to Covid-19, the Chancellor and the Prime Minister have decided to conduct a one-year Spending Review, setting department's resource and capital budgets for 2021-22, and Devolved Administration's block grants for the same period. This replaces the planned 3 year Spending Round.

- 6.3 The Spending Review 2020 (SR20) was announced on 25 November 2020 and comprised of three themes:-
- Tackling Covid-19 next year
  - Stronger public services
  - Capital spending, including infrastructure to drive UK's recovery and support jobs
- 6.4 The SR20 is set in the context of the OBR report that was also published on 25 November. This forecast a 11.3% fall in GDP in 2020 and, despite expected growth in 2021, it is unlikely that the economy will return to pre-C19 levels before the end of 2022.
- 6.5 The funding allocations to Local Government are summarised in the table below. This shows a 4.5% increase in Core Spending Power nationally. This includes core grants, business rate income and council tax.

**Table 6.16: Local Government**

	£ billion		
	2019-20	2020-21	2021-22
Resource DEL excluding depreciation <sup>(1)</sup>	7.5	8.6	9.1
Covid-19 resource DEL excluding depreciation	1.6	3.5 <sup>2</sup>	3.0
Total DEL <sup>3</sup>	9.1	12.1	12.0
<b>Core Spending Power (CSP)</b>	<b>46.2</b>	<b>49.0</b>	<b>51.2</b>

- 6.6 The Government has announced funding of £1.55bn to support local authorities with Covid-19 pressures next year and it remains to be seen as to whether it is sufficient to cover the pressures faced by local authorities, including any further responsibilities they might be given. Government also confirmed the extension of the existing Covid-19 sales, fees and charges reimbursement scheme for a further 3 months until the end of June 2021.
- 6.7 Also announced was £670 million of additional grant funding nationally to help local authorities support the more than 4 million households that are least able to afford council tax payments – this points to an extension of the current Hardship Fund which is providing additional assistance of up to £150 for those on the CTRS scheme. It should be noted that the Council continues to maintain and budget for its comprehensive council tax reduction scheme, as amended in 2019/20.
- 6.8 The announcements in the SR20 which are more pertinent to setting the 2021/22 Budget are described in the following paragraphs along with the estimated impact for Haringey. Up to the point that the draft Local Government Finance Settlement is published, which is not expected before early-mid December, the final detail will not be known and the figures must be treated as best estimates.
- 6.9 There will be £300 million of new grant funding for adult and children's social care, in addition to the £1 billion announced at SR19 that is being maintained in 2021-22 in line with the government's previous commitment. Haringey's share of the new funding is estimated to be £1.25m and has now been built in.

- 6.10 The New Homes Bonus (NHB) scheme will continue in 2021/22, with no new legacy payments, but consultation will commence shortly on reforms to this scheme with effect from 2022/23. In the light of this uncertainty, the draft MTFS now removes any expectations for NHB funding beyond 2021/22.
- 6.11 The referendum threshold for increases in council tax will remain at 2% for 2021/22 which is in line with the existing MTFS. Additionally, the SR20 announced that local authorities will be able to levy a 3 per cent adult social care precept which can be the spread across two years. Given the forecast use of reserves to balance the 2021/22 budget coupled with the level of growth required in the Adult social care budget, this draft assumes the full 3% is levied from 2021/22; this is estimated to deliver £3.2m for Haringey next year with an ongoing benefit into subsequent years. MHCLG will set out full details of the council tax referendum principles and adult social care precept flexibility as part of the consultation on the detailed methodology for the Local Government Finance Settlement for 2021-22.
- 6.12 The SR20 announced an estimated £762 million to compensate local authorities for 75 per cent of irrecoverable loss of council tax and business rates revenues in 2020-21 that would otherwise need to be funded through local authority budgets in 2021-22 and later years. However, the lack of detail available at the present time doesn't allow any budget adjustments to be proposed.
- 6.13 The SR20 confirmed that government expects to publish a final report setting out the full conclusions of the review of the business rates system in Spring 2021. To support businesses in the near-term, the government has decided to freeze the business rates multiplier in 2021-22, saving businesses in England an estimated £575 million over the next five years. Local authorities will be fully compensated for this decision via Section 31 grants.
- 6.14 Earlier this year, the government announced that it would delay the move to 75 per cent Business Rates Retention and the implementation of the fair funding review. This decision allowed local authorities to focus on meeting the public health challenge posed by the pandemic.
- 6.15 In order to provide further stability to the sector, the SR20 confirmed that government has decided not to proceed with a reset of business rates baselines in 2021-22. The draft budget and MTFS have been amended to reflect this.
- 6.16 The SR20 also announced a reform to the Public Works Loan Board (PWLB) lending terms, ending the use of the PWLB for investment property bought primarily for yield, which presents a risk for both national and local taxpayers. The government will cut PWLB lending rates to gilts + 100bps for Standard Rate and gilts + 80bps for Certainty Rate. It is unclear at this time what impact this will have for Haringey but it is not expected to be large and therefore the current budget assumptions have not been amended at this time.

6.17 The SR20 made announcements for all government departments and the following are those thought likely to have the greatest impact for local authorities. At this point, it is not possible to make any assumptions about the financial impact for Haringey and any changes arising from these will need to be reflected in the February 2021 report:

- £16m to support modernisation of local authorities' cyber security systems;
- £15bn for NHS test and Trace;
- £2.1bn for PPE next year;
- £254m of additional resource funding to support rough sleepers and those at risk of homelessness during COVID-19, including £103m announced earlier this year for accommodation and substance misuse support;
- £98m of additional resource funding, bringing total funding to £125m, to enable local authorities to deliver support to victims of domestic abuse and their children in safe accommodation in England;
- £165m for Troubled Families;
- Over £70m for additional school transport capacity;
- £24m in capital funding to start a new programme to maintain and expand provision in secure children's homes;
- £60m for Social Housing Decarbonisation;
- £1.7bn in 2021-22 for local roads maintenance and upgrades to tackle potholes, relieve congestion and boost connectivity. This includes £500m for the Potholes Fund and £310m for upgrades to larger local roads;
- £257m for cycling, which will fund thousands of miles of safe, continuous and direct cycling routes;
- £621m to regenerate high streets, town centres and communities through the Towns Fund; and
- The £4bn levelling up fund, which will invest in local infrastructure that has a visible impact on people and their communities and will support economic recovery.

#### Covid-19 Impact on the Collection Fund

6.18 As the Covid-19 Pandemic has had a negative impact on the collection of local taxation, authorities due to record deficits on their Council Tax and NNDR collections for 2020/21 will be able to spread these evenly over the next three financial years in order to smooth out the impact. There will not be discretion for authorities to opt out of spreading and the rules apply exclusively to deficits occurring in 2020/21.

6.19 At the moment, Haringey is forecasting a general fund impact of £2.7m due to the reduction in NNDR collection for 2020/21. This is included in the new budget assumptions. In line with government guidance, a deficit of £0.9m is estimated for the first three years of the MTFs period.

6.20 The Authority has received £46.2m in additional funding in order to accommodate a 100 per cent business rates discount for eligible hereditaments occupied by businesses that are classified as in retail, leisure and hospitality sectors, regardless of rateable value and which are subject to business rates in the year 2020-21. This funding has been applied to the

collection fund and has been taken into account when calculating the estimated deficit.

- 6.21 Council Tax Collection has not been impacted to the same extent as NNDR and the Authority is still forecasting a surplus for each year of the MTFS period. Part of the reason for this is due to the broad CTRS scheme in place in Haringey coupled with the Hardship funding which has enabled us to support taxpayers through this difficult time. However, for the first three years, this is expected to reduce by £0.5m pa which is the spreading of the estimated 2020/21 collection shortfall over the next three years, in line with government guidance.
- 6.22 The number of working age claimants on the authority's Council Tax Reduction scheme has increased by 1122 since March 2020, when the first Lockdown was announced. This currently impacts on the expected receipts for 2020/21 and on the budgeted figure for 2021/22. Additional support for residents on the Authority's Council Tax Reduction Scheme is being provided via the Council's £3.7m share of a £500m Covid-19 Hardship Fund.

#### Business Rates

- 6.23 A number of changes were introduced to business rates in April 2017 including a revaluation of the business rates base. Although, the revaluation was revenue neutral nationally, some businesses in Haringey would have seen increases in their business rates charges. For small businesses in this position, relief was provided in the form of a three-year transitional grant that is administered and distributed to affected businesses in each year during the transition period.
- 6.24 When the new localised business rates system was introduced in 2013, it set a 'baseline' for each local authority against which growth could be measured. It was recognised that the baseline would need to be re-visited after a number of years to ensure that the incentive to grow businesses in local areas was maintained.
- 6.25 The intention was for Business Rates Baselines to be reset from April 2020, however in SR19 Government announced that this would be delayed until April 2021. The recent SR20 has confirmed a further delay to April 2022 and the impact of this on 2021/22 has been modelled into this draft budget. This provides a benefit to the council in 2021/22 as the reliefs described above, paid to the Council as Section 31 grants, will continue for a further year.
- 6.26 The Council has been part of the London Pool since 2018/19. In that year, London retained 100% of business rates locally, generating a significant additional benefit to the Council (£6.4m). The estimated financial benefit to Haringey in 2020/21 pre-pandemic was £2.7m - £3m due to a lower percentage (75%) being retained in London. The latest in-year monitoring exercise suggests that, despite the impact of the pandemic, there will still be a net financial benefit from pooling in 2020-21, totalling approximately £30 million across the Capital.

- 6.27 Haringey, along with the rest of the existing members of the London Pool, has provisionally expressed an interest to MHCLG in continuing the arrangement in 2021/22 not least because of the operational, administrative and strategic benefits. As with last year, each authority will have until 28 days after the provisional settlement (i.e. likely by mid-January) to decide formally whether it wishes to continue to pool. By that time, the Government will have confirmed the position on the reset and the level of any extension to emergency reliefs and grants to businesses as a response to the pandemic. Because of the uncertainty around financial benefits of pooling, no share of pool growth has been assumed in next year's budget or any future years of the current MTFs. This position will be kept under review and any required update included in the next report.
- 6.28 A decrease in the collection rate for 2020/21 is forecast, due to the impact of the pandemic and this will impact on the General Fund in 2021/22. The Government has announced that collection fund deficits which arise due to reduced collections in 2020/21 and would normally hit general fund budgets in 2021/22 will be spread across a 3 year period. The SR20 announced an estimated £762 million to compensate local authorities for 75 per cent of irrecoverable loss of council tax and business rates revenues in 2020-21 that would otherwise need to be funded through local authority budgets in 2021-22 and later years. However, the lack of detail available at the present time doesn't allow any budget adjustments to be proposed.
- 6.29 Currently, the MTFs assumes a 0.9% increase in business rates income in 2021/22 and a 1.5% increase in 2022/23 – both are lower than the 2% yearly increase previously assumed, reflecting the current inflation environment.
- 6.30 The planning assumption across the MTFs period is that there will be no net growth in the business rates taxbase / hereditaments. This is in line with previous assumptions.
- 6.31 In terms of Revenue Support Grant (RSG), current estimates are that approximately £22.1m will be paid in 2021/22 with this grant increasing in line with CPI across the remainder of the MTFs period.
- 6.32 The estimated mandatory reliefs applied to Haringey businesses are £6.7m in 2021/22. These reliefs cover, among others, discounts for small businesses and will be fully reimbursed via Section 31 Grants by Central Government. From 2022/23, it is expected that the Section 31 Grants will be rolled into the SFA and the Council's Top Up grant will be increased partially but not fully compensating the loss in Section 31 Grant on the back of the expected Reset. The impact of the Reset can be seen in the estimated dip in business rates related income overall in 2022/23.
- 6.33 SR20 announced a freeze to the business rates multiplier in 2021/22. The Council will be fully reimbursed for this via a Section 31 grant. The impact will be reflected in the February report.
- 6.34 The forecast income across the MTFs period from business rates related income, including revenue support grant is shown in table 6.1 below.

Table 6.1 – Business Rates Related Income Forecast

Business Rates Related income Forecast	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2024/25 £'000
Revenue Support Grant	21,993	22,169	22,502	22,952	23,411	23,645
Business Rates Top Up	58,412	58,880	62,305	63,524	64,743	65,391
Retained Business Rates	22,100	20,642	21,656	22,080	22,504	22,729
NNDR Surplus/(Deficit)	(1,654)	(900)	(900)	(900)	0	0
S31 Grants	6,019	6,675	-	-	-	-
Share of Pool Growth	400	-	-	-	-	-
<b>Total</b>	<b>107,270</b>	<b>107,467</b>	<b>105,563</b>	<b>107,656</b>	<b>110,658</b>	<b>111,765</b>

6.35 There are considerable planned and potential changes to the business rates regime beyond 2021/22. These are set out below:

- Business rate baselines are expected to be reset in 2022/23.
- The Government have been consulting on a simplification of the Business Rates Retention scheme including how growth can be incentivised and how it can be measured. SR20 confirmed government intention to publish a final report in Spring 2021
- The outcome of the Fair Funding Review is still awaited. This will impact on business rates as it derives each authority's baseline funding against which growth is measured.

6.36 Because of the uncertainty beyond 2021/22, the assumptions in Table 6.1 and their impact on the MTFS are open to significant risk.

#### Council Tax

6.37 The following assumptions have been made about Council Tax:-

- A 1.99% increase in Council Tax in 2021/22 and for each subsequent year is assumed (subject to the referendum limits set by Government)
- A 3% increase in ASC Precept for 2021/22 only, as announced in the SR20
- The tax base is forecast to grow by 1% per annum throughout the MTFS planning period
- The collection rate will be at least 95.50% throughout the planning period. This has been reduced by 1% compared to the previous year for 2021/22 and 2022/23 and is projected to increase to 96% in 2023/24, before reverting back to the pre-Covid 19 level of 96.5% in the subsequent years.
- The Council Tax Collection Fund account has had surpluses over the past few years. The forecasting has been refined in order to include the impact of Covid-19 and is reflected in a reduced forecast surplus across the MTFS period (£1.68m for the first three years, increasing to £2.15m for each subsequent year).

- 6.38 The resulting projections for Council Tax income and Band D Rates are set out below. These figures are subject to confirmation of the council tax base, which is due to be finalised in January 2021 and formal Council ratification of Council Tax Rates in February 2021.

Table 6.2 Council Tax Assumptions

COUNCIL TAX ASSUMPTIONS						
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Taxbase before collection rate	80,067	81,392	82,206	83,028	83,858	84,697
Taxbase change	1.7%	1.0%	1.0%	1.0%	1.0%	1.0%
Taxbase for year	81,392	82,206	83,028	83,858	84,697	85,544
Collection Rate	96.50%	95.50%	95.50%	96.00%	96.50%	96.50%
<b>Taxbase after collection rate</b>	<b>78,543</b>	<b>78,507</b>	<b>79,292</b>	<b>80,504</b>	<b>81,732</b>	<b>82,550</b>
Council Tax increase	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care precept	2.00%	3.00%	0%	0%	0%	0%
Band D rate	£1,372.55	£1,441.04	£1,469.72	£1,498.97	£1,528.80	£1,559.22
<b>Council Tax Before Surplus (£000)</b>	<b>£107,805</b>	<b>£113,131</b>	<b>£116,537</b>	<b>£120,673</b>	<b>£124,952</b>	<b>£128,713</b>
Previous Year (Estimated) Surplus	£2,175	£1,675	£1,675	£1,675	£2,175	£2,175
CIPFA Counter Fraud Income	£0	£25	£25	£25	£25	£25
<b>Council Tax Yield (£000)</b>	<b>£109,980</b>	<b>£114,831</b>	<b>£118,237</b>	<b>£122,373</b>	<b>£127,152</b>	<b>£130,913</b>

## Grants

- 6.39 The Council receives a number of grants in addition to its main funding allocation. The Council is mostly allowed to use these grants to fund any council services, but some are ring-fenced, which means they can only be spent on specific services.

## Social Care Grants

- 6.40 Estimated inflationary increases of 0.9% in 2021/22, 1.5% in 2022/23 and 2% in 2023/24 are applied to the values in Table 6.3 below, however the SR 20 announced that specific grants would remain 'cash flat' for 2021/22; this is subject to confirmation at the Draft Local Government Finance Settlement in December. This will need to be kept under review and the February 21 MTFS will be updated when further details emerge. Forecast figures for 2022/23 onwards remain uncertain and should these assumptions not materialise, it could have a significant impact on the current forecast gap across those years.
- 6.41 It should also be noted that all these social care grants have been netted against the service budget expenditure heads rather than being shown separately.

Table 6.3 – Social Care Grants

Grant Name	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Better Care Fund (BCF) - (CCG Contribution)	6,017	6,047	6,077	6,108	6,108	6,108
Improved Better Care Fund (iBCF)	9,518	9,566	9,613	9,661	9,661	9,661
Social Care Support Grant	6,960	6,995	7,030	7,065	7,065	7,065
Additional Social Care Funding *	0	1,250	1,250	1,250	1,250	1,250
<b>Total</b>	<b>22,495</b>	<b>23,857</b>	<b>23,971</b>	<b>24,084</b>	<b>24,084</b>	<b>24,084</b>

\* Announced at SR20. Estimated amount based on previous allocations, actual amount to be confirmed

## Core Grants

6.42 Following the outcome of the SR20, the current MTFS assumptions for the Core Grants received by Haringey are as follows:

- Public Health Grant will continue to be received by Haringey. The MTFS prudently assumes no increases to the amount over the five year period.
- New Homes Bonus – SR20 confirmed that the New Homes Bonus (NHB) scheme will continue in 2021/22, with no new legacy payments, but consultation will commence shortly on reforms to this scheme with effect from 2022/23. In the light of this uncertainty, the draft MTFS now removes any expectations for NHB funding beyond 2021/22.
- The Council Tax Support and Housing Benefit Admin Grants are expected to continue at 2020/21 levels in 2021/22 (£2m) and remain at this level across the remainder of the MTFS.
- Section 31 (S31) grants in relation to mandatory business rate reliefs are expected to continue for 2021/22 but beyond that it is expected that these will be rolled in to the baseline figures and come through as part of the SFA (as outlined in the Business Rates section above).
- The Flexible Housing Support Grant (FHSG) was originally established in 2017 for three years but was extended by one year again in 2020/21. As a consequence of its renewal, the current 2020/21 budget and 2020/25 MTFS built this grant into base budgets. With an annual value of £7.7m it poses a significant risk to the authority if it is withdrawn or reduced. The draft plan therefore now assumes a £1m reduction in funding. This grant has been allocated directly to the Housing service so is not included in Table 6.4 below.

6.43 The table below shows assumptions about these grants over the 5-year MTFS period.

Table 6.4 – Core Grants

Grant Name	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Council Tax Support Grant	457	457	457	457	457	457
Housing Benefit Admin Grant	1,491	1,491	1,491	1,491	1,491	1,491
Public Health Grant	20,228	20,228	20,228	20,228	20,228	20,228
New Homes Bonus	2,199	2,089	- 0	0	0	0
Business Rates - Section 31 Grants	6,019	6,678	-	-	-	-
<b>Total</b>	<b>30,393</b>	<b>30,942</b>	<b>22,175</b>	<b>22,176</b>	<b>22,176</b>	<b>22,176</b>

### Fees and Charges

- 6.44 The Council's policy in relation to varying external income requires service managers to review the level of fees and charges annually as part of budget setting and that charges should generally increase by the rate of inflation to maximise allowable income.
- 6.45 The setting of fees and charges, along with raising essential financial resources, can contribute to meeting the Council's objectives. Through the pricing mechanism and wider market forces, outcomes can be achieved, and services can be promoted through variable charging policies and proactive use of fees to promote or dissuade certain behaviours.
- 6.46 In the main, fees and charges are set at a level where the full cost of provision is recovered through the price structure. However, in many circumstances those charges are reduced through subsidy to meet broader Council priorities.
- 6.47 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Regulatory Committee where it is a requirement that they are considered and approved outside of the Executive.
- 6.48 The impact of fees and charges increases have been included in the revenue income projections in the MTFS.

### Use of Reserves

- 6.49 The Council's (Non-Earmarked) General Fund Balance is held to cover the net impact of risks and opportunities and other unforeseen emergencies. The funds held in the General Fund Reserve can only be used once and therefore are not a recurring source of income that can meet permanent budget gaps.
- 6.50 As it stands the Council is able to set a balanced budget, only with a significant one-off use of £5.4m of reserves in 2021/22.
- 6.51 The February 2021 Cabinet and Full Council reports will provide a more comprehensive review of the overall sufficiency of Council reserves as part of the S151 statement. However, it should be recognised here that the need to maintain sufficient levels of reserves to help the authority cope with unforeseen changes in circumstances must be more important now than ever before.

### Summary of Corporate General Funding Assumptions

6.52 A summary of the of the funding assumptions and breakdown of funding sources is set out in the table.

Table 6.5 – Funding Assumptions

	Source of Funding	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		£'000	£'000	£'000	£'000	£'000	£'000
Table 6.1	Revenue Support Grant	21,993	22,169	22,502	22,952	23,411	23,645
	Top up Business Rates	58,412	58,880	62,305	63,524	64,743	65,391
	Retained Business Rates	22,100	20,642	21,656	22,080	22,504	22,729
	NNDR Growth	400	-	-	-	-	-
	NNDR Surplus/(Deficit)	(1,654)	(900)	(900)	(900)	0	0
Table 6.2	Council Tax	107,805	113,132	116,536	120,673	124,952	128,713
	Council Tax Surplus	2,175	1,700	1,675	1,675	2,175	2,175
Tables 6.3 and 6.4	New Homes Bonus	2,199	2,089	- 0	0	0	0
	Public Health	20,228	20,228	20,228	20,228	20,228	20,228
	Other Core Grants	8,634	8,626	1,951	1,951	1,951	1,951
	<b>Total (External) Funding</b>	<b>242,292</b>	<b>246,566</b>	<b>245,953</b>	<b>252,183</b>	<b>259,964</b>	<b>264,832</b>
	Contribution from Reserves	-	5,440	-	-	-	-

7. General Fund Revenue Assumptions

7.1 2020/21 Financial Performance – General Fund Revenue

- 7.1.1 The 2020/21 Budget Update report, also part of this Cabinet agenda, provides an update on the Quarter 2 budget position. Since the budget was agreed, the lock-down and associated Government directed actions in response to the Covid-19 pandemic has significantly impacted on the Council's agreed budget and Borough Plan delivery. The forecasts provided in that report are as up to date as possible and based on the most recent return to central government (i.e. at month 7 of the financial year). However, there remains great uncertainty, not least associated with the impact of the second wave of the virus and the current and further local or national lockdowns.
- 7.1.2 The Budget Update report separates the General Fund (GF) impact of Covid-19 and base budget related pressures. Some of the latter can be mitigated however, some will need to be resolved by permanent budget adjustments and as such are now built into the draft 2021/22 Budget as growth items. In any large organisations it must be accepted that some plans will require change as the result of internal and/or external factors, and the growth built into the draft budget is a reflection of both of these.
- 7.1.3 At this stage, the biggest impact of Covid-19 on future budgets is slippage in delivery of some planned MTFs savings which has been built into the Budget and MTFs now presented.
- 7.1.4 Covid-19 is also expected to impact significantly on Business Rates and Council Tax (Collection Fund) income and the forecast impact has been built into the draft proposals presented in this report. The latest guidance from Government is that any Collection Fund deficits must be spread over three years, which is how it has been modelled. SR20 announced an estimated £762 million to compensate local authorities for 75 per cent of irrecoverable loss of council tax and business rates revenues in 2020-21 that would otherwise need to be funded through local authority budgets in 2021-22 and later years. However, the lack of detail available at the present time doesn't allow any budget adjustments to be proposed.
- 7.1.5 The Dedicated Schools Grant (DSG) year-end forecast has worsened this quarter and now stands at £5.3m (£4.6m Qtr1). This is due to the on-going pressures in the High Needs Block (HNB) which Members will be aware is a national issue facing the entire local government sector mainly as a consequence of the expansion of age ranges for EHCP eligibility. Over the course of the year more clarity has been received over the ultimate responsibility for this overspend and the brought forward balances from prior years, and authorities may not now use general fund balances to contribute to DSG deficits without approval from the government. The Government is considering what if any additional assistance will be provided to local authorities to address this position.
- 7.1.6 In summary, the key underlying budget pressures that have manifested during this financial year which services cannot mitigate will be resolved as part of the

2021/22 budget setting process. In terms of the in year GF forecast of non-Covid 19 related overspend (£5.9m) officers will continue to work on reducing this to bring it to a balanced position by March 2021 to avoid having to draw on reserves which will be much needed in 2021/22 to offset on-going pandemic pressures and any wider economic impacts.

## 7.2 Budget Growth / Pressures

7.2.1 As clearly outlined above, the 2021/22 financial planning process has sought to identify, and where possible address, budget pressures and necessary growth in order that the 2021/22 Budget in particular, but also the MTFS 2021-2026, are set as realistically as possible – matching forecast expenditure against forecast income and deliverability of newly proposed savings.

7.2.2 Some growth for the period to 2025 was already built into last year's MTFS and the financial planning work undertaken this year has reviewed the assumptions driving those figures, updated them where appropriate and has also assessed new pressures or identified growth.

7.2.3 The main corporate assumptions across the forthcoming 2021-2026 period are outlined below followed by a paragraph which focusses on the policy priorities and service specific items.

## 7.3 Pay Inflation

7.3.1 The pay deal for 2020/21, was agreed at 2.75%. Negotiations are underway over the next agreement and firmer information might be available for the February report but the current planning assumptions are c. 3% increase for the next 2 years. Beyond that, it reduces to around 2.5% for the remainder of the MTFS period.

## 7.4 Non-Pay Inflation

7.4.1 The assumption continues that the services will broadly have to manage within existing budgets, thus absorbing any inflationary pressures. However, in recognition that (a) some contracts include inflation-linked increases (b) utility costs continue to be volatile and difficult to predict and (c) legislative changes can impact on cost of services. An increase of £2m pa has been built into the following two years to recognise potential volatility from Brexit and Covid legacy. Thereafter it returns to £1m pa.

## 7.5 Employer Pension Contributions

7.5.1 The outcome of the last triennial valuation, which covered the period 2021/22 – 2022/23, confirmed that the Pension Fund performance allowed for a decrease in the Council's contribution rate of 0.5% each year for three years, equating to a saving of c. £0.5m per annum each year. No assumptions have been made about the next triennial valuation.

## 7.6 Treasury & Capital Financing

7.6.1 The MTFFS has been updated to reflect the capital financing costs associated with the new capital schemes that are proposed. These are reflected in the Capital Strategy at section 8 of this report.

7.6.2 These figures may require revision depending on the outcome of consultation and scrutiny of the capital investment proposals between now and the final Cabinet report in February 2021 & the final Treasury Management Strategy Statement presented to Full Council later that month.

## 7.7 Levies

7.7.1 The current assumption is that all Levy costs except the North London Waste Authority (NLWA) levy will remain broadly in line with the 2020/21 figures across the period.

7.7.2 The NLWA's North London Heat and Power Project will replace the existing Energy from Waste plant at the Edmonton EcoPark with an Energy Recovery Facility and includes a new Resource Recovery Facility. This major project will have financial implications for each of the 7 London boroughs involved, representing 2 million people. The existing MTFFS assumed a £0.5m p.a. levy increase to commence from 2021/22, due the impact of increased borrowing costs which must be met by the levy.

7.7.3 The 2020/21 Levy was lower than the budgeted figure and, as this increase was no longer applicable, it was agreed for this amount to be transferred to a reserve in order to smooth the future financial pressure. This will be drawn on when required. The budget assumptions across the MTFFS period will be revisited before February, when the intended Levy levels will be announced for 2021/22.

## 7.8 Policy Priorities

7.8.1 Since the start of this Administration, the following policy priorities have received additional funding through the annual budget setting cycles:

- Council Tax Reduction Scheme - £1.6m
- Youth Services programme - £0.25m
- Apprenticeship support - £0.134m
- School meals pilot - £0.05m
- London Living Wage – pump priming to deliver

7.8.2 Despite the significant challenges to set a legal, balanced budget for 2021/22, a number of policy growth proposals have been incorporated into the draft budget and MTFFS. These are set out in the table below:-

- Free Schools Meals £0.3m funding in 2021/22 and 2022/23
- Welfare Assistance Scheme £0.3m funding in 2021/22 and 2022/23

- Voluntary and Community Sector – £0.25m in 2021/22 only
- Youth Services – £0.25m in 2021/22 only
- Haringey University Bursary Scheme - £0.12m over 3 years
- Recruit Local People - £0.10m over 2 years

## 7.9 Service Budget Adjustments Required

### Service Growth Budget Adjustments

7.9.1 The table below shows the service specific growth proposals made necessary by base budget or demand pressures and built into the draft MTFS.

Table 7.1 – Service Growth Budget Adjustment Proposals

Priority	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
People - Adults	2,300	0	0	0	0	2,300
People - Children's	3,046	(459)	(264)	0	0	2,323
Your Council	367	66	(300)	0	0	133
Place	2,721	(355)	0	0	0	2,366
Economy	175	0	0	0	0	175
<b>Total</b>	<b>8,609</b>	<b>(748)</b>	<b>(564)</b>	<b>0</b>	<b>0</b>	<b>7,297</b>

7.9.2 The biggest service areas requiring growth in this budget continue to be in the People Priorities. As in the last couple of years, the Council has recognised the growing pressure in these critical services which cannot be fully contained through service transformation alone. Clear action has therefore been taken once again to address these forecast budget issues in order that the Services are provided with realistic budgets to work within. This has been a key feature of recent years' budget process where robust action is taken to address clearly evidenced budget pressures.

7.9.3 It is forecast that the Adults service will need to address both demographic and inflationary pressures coupled with an expected growth in Mental Health and Learning Disabilities support required as a legacy of the Covid-19 pandemic. The figures have been generated by detailed modelling and trend analysis.

7.9.4 Children's services are now seeing growth above that provided in the last MTFS (£0.5m) and therefore £2.2m has been built into the relevant budgets for next year. The key pressure points are SEND, both service demand and transport pressure but more significantly placement costs due to an increase in children with more complex needs.

7.9.5 The growth provided in the Place priority is required to address a recognised shortfall in the facilities management budgets, for both soft and hard services, as well as to resolve a number of areas where budgeted and actual income have become mis-aligned over time including CCTV, Pay by Phone, Residential Permit Parking income, plus reactive maintenance and the clamping contract.

7.9.6 The remaining growth proposals look to address historic or forecast base budget pressures across a number of service heads.

#### Impact of Delayed and Undeliverable Savings Proposals

7.9.7 The table below shows the delayed and undeliverable savings proposals now built into the draft MTFs.

Table 7.2 – Delayed and Undeliverable Savings

Priority	2021/22		2022/23		2023/24		2024/25		2025/26		Total	
	Delayed Savings	Undeliverable Savings										
	£'000		£'000		£'000		£'000		£'000		£'000	
Adults	1,621	0	(710)	0	(911)	0	0	0	0	0	0	0
Children	1,066	390	(1,066)	125	0	0	0	0	0	0	0	515
Place	0	200	0	50	0	0	0	0	0	0	0	250
Economy	120	100	30	0	20	0	(100)	0	(70)	0	0	100
Housing	(136)	0	(136)	0	136	0	136	0	0	0	0	0
Your Council	252	318	(252)	250	0	0	0	0	0	0	0	568
<b>Total</b>	<b>2,923</b>	<b>1,008</b>	<b>(2,134)</b>	<b>425</b>	<b>(755)</b>	<b>0</b>	<b>36</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>0</b>	<b>1,433</b>

7.9.8 The majority of the delayed savings have occurred as a consequence of the Covid-19 Pandemic and are forecast to be realised in future years, after rigorous review and challenge.

#### 7.10 Budget Reduction Proposals / Savings

##### Pre-Agreed Budget Reduction Proposals

7.10.1 The 2020 Budget and MTFs 2020/2025 agreed a total of £29.4m budget reductions to be delivered across that period. Whilst the Council was able to set a balanced budget for 2020/21, the MTFs acknowledged that a forecast of £15.6m as at yet unidentified additional savings would be required over the years from 2021/22 to match the assumed funding and expenditure plans at that point.

7.10.2 The table below summarises the position included in the February 2020 Budget/MTFS report.

Table 7.3 – Agreed Savings and Forecast Unidentified Savings at February 2020

Priority	Total					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total Savings
	£000	£000	£000	£000	£000	£000
Housing	1,176	709	136	136	136	2,293
People - Adults	5,073	3,245	3,270	(376)	-	11,212
People - Children	2,261	909	419	100	200	3,889
Place	3,368	2,073	1,162	70	-	6,673
Economy	830	120	130	120	-	1,200
Your Council	2,934	536	687	6	-	4,163
<b>Total Savings</b>	<b>15,642</b>	<b>7,592</b>	<b>5,804</b>	<b>56</b>	<b>336</b>	<b>29,430</b>
Unidentified Savings	0	1,954	3,178	6,684	3,743	15,559
<b>Total Savings Requirement</b>	<b>15,642</b>	<b>9,546</b>	<b>8,982</b>	<b>6,740</b>	<b>4,079</b>	<b>44,989</b>

Approach to Budget Reduction Proposals / Savings 2021-2026

7.10.3 The financial planning process this year had looked to build on the progress made last year where the budgets adjustments agreed were more realistic and understood and owned by the wider organisation; the forecast budget gap for 2021/22 in last year's MTFS was £1.954m and this would have allowed the organisation to develop larger scale, transformational programmes to address the widening gap beyond 2021/22.

7.10.4 The subsequent impact of the global pandemic (Covid-19) has led to a significant shift in the MTFS assumptions in place when the last budget and MTFS were agreed. This, in particular, led to a downwards assessment of local tax revenues as set out in more detail in Section 6 of this report. It also impacted on the ability for the Council to deliver agreed savings to the set timeframes. A detailed challenge to the growth assumptions in the existing MTFS was also undertaken alongside base budget pressures highlighted as part of the in year budget monitoring. The impact on the revised forecast gap for 2021/22 was significant with an estimated shortfall of £17m, an increase of £15m to the forecast in February.

7.10.5 This highlighted the need for change to take place at a faster pace. Furthermore, with the forecast level of budget reductions required for 2021/22, it became apparent that a focus purely on a directorate led basis would be unable to achieve the magnitude required. This would also have been a barrier to progressing the more transformational, council-wide changes which emerged as a key output from the Recovery and Renewal activity which:-

- Looked at our borough plan priorities and principles and reflected on what needed to change as a result of Covid-19, including as part of conversations with partners, to understand systems-wide perspective
- Reviewed our service delivery, to meet the challenge of delivering services in a new world of living with Covid-19 and doing so in a smaller budget envelope
- Worked with partners to understand the systems-wide impact

7.10.6 This led to the formulation of cross-cutting programmes described briefly below which have identified forecast budget reductions albeit requiring a longer lead in time, so not delivering fully until 2022/23+:-

- Digital Together - An empowered, energised and enabled resident community engaging with us through increased digital channels that quickly direct them to the right resources through anticipation of their needs.  
A more digitally aware and confident council, embracing digital technologies to maximise our opportunities  
These actions will enable the removal of duplication and non-standard processes and consolidation of activities and processes delivering a reduced cost base.

- Property – initial focus on the generation of capital receipts for 2021/22 to provide investment to support transformational activity. Longer term, opportunities are being pursued for the Council’s property portfolio to enable and deliver general fund revenue savings e.g. Savings from operational property / progress with the Accommodation Strategy; support for the Localities strategy; asset rationalisation and the commercial portfolio.

7.10.7 Through the Covid-19 pandemic, we have learned more about the day to day impacts of inequalities and about how we could change as an organisation. We need to connect with local residents to support them with the wide range of issues they may be facing at the very earliest opportunity, using a range of methods including access to digital.

7.10.8 In addition to the above cross-cutting programmes we will focus more on three areas of activity:

- Being close to residents – by working out in localities and improving our digital offer, ensuring that we can shape what best suits local neighbourhoods, making use of local strengths
- Intervening earlier – proactively building confidence and skills and not waiting until a crisis point is reached before we and partners step in
- Extending our reach – building trust by working in partnership with local community organisations

7.10.9 The total new budget reduction proposals arising from both the Directorate led and cross-cutting programmes are set out in Table 7.4 below.

Table 7.4 – New Budget Reduction Proposals by Priority

Priority	2021/22	2022/23	2023/24	2024/25	2025/26	Total Proposals
	£000	£000	£000	£000	£000	£000
Housing	483	68	51	12	1	615
People - Adults	1,537	0	0	0	0	1,537
People - Children	321	319	30	30	0	700
Place	2,361	1,575	(1,380)	1,300	160	4,016
Economy	550	0	0	0	0	250
Your Council	846	138	0	0	0	984
<b>Subtotal</b>	<b>6,098</b>	<b>2,100</b>	<b>(1,299)</b>	<b>1,342</b>	<b>161</b>	<b>8,102</b>
Cross-Cutting Proposals	750	2,250	0	0	0	3,000
<b>Total</b>	<b>6,848</b>	<b>4,350</b>	<b>(1,299)</b>	<b>1,342</b>	<b>161</b>	<b>11,102</b>

7.10.10 When added to the pre-agreed reductions for next year (£7.6m initially – revised down to £3.7m largely as a consequence of the Covid-19 Pandemic – as presented in Table 7.2), the total to be delivered is £10.5m in 2021/22. A summary of the future years’ total savings position across the MTFS, including those agreed in previous budget rounds, is provided in Appendix 3.

7.10.11 To help de-risk the budget in future years, officers have assessed delivery confidence of all the new proposals and have re-profiled agreed

savings that have been impacted by the pandemic. Whilst the new proposals have yet to be agreed, as they are subject to scrutiny and consultation, work will continue by officers to look to identifying means of amending the status of risk and a final update will be provided in the February report. All proposals have been reviewed by the Policy and Equalities team and have been subject to initial equalities screening. Where these have indicated that full EqIA's will or might be required, work is progressing on completing these.

7.10.12 The monitoring of savings delivery in 2020/21 has, notwithstanding the impact of Covid-19 on plans, provided a growing assurance that services have a greater understanding of, and capacity to deliver, budget reduction proposals.

## 7.11 Summary Revenue Budget Position 2021/22 – 2025/26

The summary revenue budget position, including current projected gaps is identified below.

Table 7.5 – Summary Revenue Budget Position

	2020/21 Budget	2021/22 Draft Budget	2022/23 Projected	2023/24 Projected	2024/25 Projected	2025/26 Projected
Priority Area	£'000	£'000	£'000	£'000	£'000	£'000
Housing	16,382	16,102	15,762	15,711	15,699	15,698
People - Children	55,189	58,721	57,083	57,189	57,459	57,459
People - Adults	83,784	83,375	80,827	82,977	86,079	86,079
Place	24,915	22,372	19,255	20,571	19,277	19,117
Economy	1,006	7,642	7,542	7,442	7,342	7,272
Your Council	35,999	32,893	30,063	29,757	29,757	29,757
Non-Service Revenue	25,017	30,902	45,487	56,687	62,953	66,153
<b>Council Cash Limit</b>	<b>242,292</b>	<b>252,006</b>	<b>256,019</b>	<b>270,333</b>	<b>278,565</b>	<b>281,534</b>
Planned Contributions from Reserves	-	(5,440)	-	-	-	-
Further Savings to be Identified	-	-	(10,041)	(18,125)	(18,576)	(16,677)
<b>Total General Fund Budget</b>	<b>242,292</b>	<b>246,566</b>	<b>245,978</b>	<b>252,208</b>	<b>259,989</b>	<b>264,857</b>
Council Tax	107,805	113,132	116,536	120,673	124,952	128,713
Council Tax Surplus	2,175	1,700	1,700	1,700	2,200	2,200
RSG	21,993	22,169	22,502	22,952	23,411	23,645
Top up Business Rates	58,412	58,880	62,305	63,524	64,743	65,391
Retained Business Rates	22,100	20,642	21,656	22,080	22,504	22,729
NNDR Surplus/(Deficit)	(1,654)	(900)	(900)	(900)	0	0
NNDR Growth	400	-	-	-	-	-
<b>Total (Main Funding)</b>	<b>211,231</b>	<b>215,623</b>	<b>223,799</b>	<b>230,029</b>	<b>237,810</b>	<b>242,678</b>
<b>Core/Other External Grants</b>						
New Homes Bonus	2,199	2,089	0	0	0	0
Public Health	20,228	20,228	20,228	20,228	20,228	20,228
Other core grants	8,634	8,626	1,951	1,951	1,951	1,951
<b>TOTAL (Core/Other External Grants)</b>	<b>31,061</b>	<b>30,943</b>	<b>22,178</b>	<b>22,179</b>	<b>22,179</b>	<b>22,179</b>
<b>Total Income</b>	<b>242,292</b>	<b>246,566</b>	<b>245,978</b>	<b>252,208</b>	<b>259,989</b>	<b>264,857</b>

7.11.1 The draft General Fund Budget 2021/22 presently has a budget gap of £5.4m, which is expected to be covered from reserves.

7.11.2 In undertaking this multi-year financial planning, the levels of uncertainty and risk increase substantially beyond the immediate budget for next year. Reference has been made above to the scale of the assumption made in regard to current and future years grants. This report elsewhere highlights the many other risks that may impact and increase the size of the gaps forecasted above for years 2 and beyond. This authority, like all other social care councils, must be particularly concerned about the risks regarding its care services finances. While the year-on-year cash limit profiles for our care services detailed above have been prepared with reference to best intelligence on future years grants, demographics, savings and other pressures, these need to be kept under closest review.

## 7.12 Review of assumptions and risks 2021/22 – 2025/26

7.12.1 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2021 and will draw on independent assessments of the Council's financial resilience where available however, it is critical that this report outlines the assumptions and approach to risk taken when arriving at the budget proposals included in the draft Budget & MTFS.

7.12.2 Given the increased financial pressure that is falling upon this council's budget and the uncertain national political picture, this statutory role is acquiring more and more significance. The number and breadth of potential risks and level of uncertainty, particularly around the Covid-19 pandemic and Government funding, underlines the need to maintain both a budgeted resilience contingency and keep general and earmarked reserves at current levels.

7.12.3 The main uncertainties and risks identified to date which may impact on the Council's budget for 2021/22 and over the period of the MTFS are:

- Funding assumptions for 2021/22 are subject to the final local government settlement expected in January 2021 and therefore there may be changes; at this point we have yet to receive the provisional figures which places more risk on the assumptions.
- On-going uncertainty about the impact of the Covid-19 pandemic on 2020/21 budget and also future years. It is likely that Covid-19 will also impact on the level of Government resources for future years of the MTFS
- Brexit, with or without a trade deal with the EU, could put pressure on costs and increase inflation; staffing in critical social care & health services, on local tax income levels and potentially numbers presenting as No Recourse To Public Funds (NRPF)
- The shift to a one-year spending review with no announcements about funding beyond 2021/22. Therefore, professional judgement has had to be

used in forecasting funding for the later years of the MTFs. These assume that Government funding generally increases at an inflationary level, and that specific grants are not discontinued by the government. Should this assumed funding not be realised it will have a significant impact on the current forecast gap across those years. This will be kept under close review.

- The implications arising from the next Spending Round and the period that will be covered are not known
- Uncertainty over whether the London business rates pool will continue into 2021/22 and lack of clarity of the financial implications if it does
- The continued pressure on High Needs Block Dedicated Schools Block (DSG) resources, lack of a clear strategy for resolution from the DfE, although it is now confirmed that deficits are not currently to be funded by general fund resources
- The expected Fair Funding Review and redesign of the Business Rates Retention scheme did not complete during 2020/21 as expected. The impact on funding for the Council on the eventual outcomes of both are not known at this time
- Increases in London Living Wage in future years.
- The impact of pay and general inflation pressures above current assumptions
- General population increases that are expected over the next 5 years and any associated growth in demand - other than specifically allowed for - may lead to financial pressure.
- Planned actions to increase Council managed temporary accommodation options do not progress at the pace expected and/or are potentially exacerbated by Covid-19
- The Council's Transformational Programmes do not deliver the required savings, do not deliver savings quickly enough, or are impacted by demographic trends particularly in critical areas such as Children's and Adults Social Care and Temporary Accommodation.
- Any further deterioration in the forecast 2020/21 position including non-delivery of in year savings
- Business rates base negatively impacted by the impact of Covid-19, permanent shifts to on-line services and any economic slowdown

8. Council's Capital Strategy and Capital Programme 2021/22 – 2025/26

8.1 Introduction

- 8.1.1 This is the third capital strategy report that has been prepared since it became a mandatory requirement of local authorities to produce one. It gives a high-level overview of how capital expenditure, capital financing, and treasury management activities contribute to the provision of public services. It also provides an overview of how the risks of the capital programme are managed and the implications for future financial sustainability.
- 8.1.2 The Covid-19 pandemic has affected the Council's capital strategy as it responds to the ravages wrought by Covid-19. In particular the capital programme for 2020/21 has been redirected to provide for an acceleration of the school streets programme, revisions to the public realm works to create Covid-19 safe public spaces through widening pavements, works around school streets to make them safe and an early start to the capital works required for the Good Economy Recovery Plan. In addition, resources have been directed to providing emergency temporary accommodation for rough sleepers.
- 8.1.3 Looking forward, the Council's capital proposals include provision for a new youth hub in Wood Green £1m, a significant increase in investment in education with a further £33m allocated for condition works in schools, £12m into the Alternative Provision strategy and an £4.6m additional funding for Pendarren.
- 8.1.4 The proposals also include for overall investment of £5.5m in the Good Economy Recovery Plan, further investment in the economic future of the borough through its workspace creation programme and investment in Haringey Adults Learning Service (HALS).
- 8.1.5 The Council is also investing in the public realm through the Streetsplan scheme as well as further investment in pavements and the wider public realm all of which link to the Good Economy Recovery Plan through making high streets safe and welcoming places.
- 8.1.6 The Council continues to invest in housing through its new homes programme. This expenditure is contained within the housing revenue account (HRA) and is reported here in summary form and elsewhere on the agenda in detail.
- 8.1.7 There is additional investment in the empty homes scheme of £5m. This scheme aims to bring back into use homes that have been left empty for various reasons. Ultimately this may require the Council to exercise its compulsory purchase order powers (CPO) but to do so the Council must show that it has the resources available to complete the purchase. This budget supplies that evidence.
- 8.1.8 Finally, the proposals provide for significant investment in the Civic Centre to provide a place of civic pride for the borough.

### 8.1.9 Background

8.1.10 Capital expenditure in local government is defined in statute and accounting practices/codes and as such must be complied with. Within these rules, capital budgets and capital expenditure decisions offer the opportunity for the Council to profoundly affect the lives of its residents, businesses, and visitors in both the immediate and the longer term.

8.1.11 Capital programmes can shape the local environment (e.g. through the provision of new housing, traffic schemes or regeneration schemes); positively impact people's lives (e.g. through creating appropriate housing for adults with learning difficulties or investment in parks and open spaces); transform the way the Council interacts with local residents (e.g. through the libraries investment programme or proposals for a new customer service centre); and deliver fit for purpose schools. The advent of Covid-19 has highlighted how capital expenditure can be used to positively impact people's lives.

8.1.12 The key objectives for the Council's capital programme are to deliver the borough plan and assist the Council in meeting the financial challenges that it continues to face.

## 8.2 Capital expenditure and financing

8.2.1 Capital expenditure is where the Council spends money on a project, with the view to derive economic benefit from the outcome of the expenditure, for a period longer than twelve months. This also includes spending on assets owned by other bodies, loans and grants to other bodies enabling them to buy assets.

8.2.2 The table below shows a high-level summary of the Council's outline capital spending in the medium-term i.e. for the financial years 2021/22-205/26 which shows the continued and growing capital investment that is being undertaken to support the achievement of the borough plan objectives.

Table 8.1: Capital expenditure plans overview 2021/22 - 2025/26

	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	Total (£'000)
<b>Previously Agreed</b>							
<b>General Fund Account (GF)</b>	217,762	213,535	170,420	139,435	96,888		<b>838,040</b>
<b>Housing Revenue Account (HRA)</b>	236,331	214,146	204,392	165,200	194,501		<b>1,014,570</b>
<b>Total =</b>	<b>454,093</b>	<b>427,681</b>	<b>374,812</b>	<b>304,635</b>	<b>291,389</b>		<b>1,852,610</b>
<b>Proposed</b>							
<b>General Fund Account (GF)</b>		287,504	188,713	150,613	120,687	62,869	<b>810,385</b>
<b>Housing Revenue Account (HRA)</b>		246,071	307,941	303,515	198,722	159,846	<b>1,216,095</b>
<b>Total =</b>		<b>533,575</b>	<b>496,654</b>	<b>454,128</b>	<b>319,409</b>	<b>222,715</b>	<b>2,026,480</b>

8.2.3 The capital programme is composed of individual priority programmes. Within these priority totals there are schemes and within most schemes there are individual projects. For instance, Scheme 302, Borough Roads, will contain individual projects on individual roads.

8.2.4 Where additional funding is proposed for an existing scheme this has been added to the project rather than creating a new scheme.

8.2.5 About a third of the capital programme is composed of schemes that are wholly funded by Council borrowing and that are not self-financing. These schemes largely reflect the statutory duties of the council. In large part these schemes are not able to garner external resources to either supplement or supplant Council borrowing.

8.2.6 The Children's Services capital programme is largely reliant on Council borrowing. For the period 2021/22-2025/26 the Council is planning to spend £105m on schools, of which approximately £27m is funded through government grant leaving a borrowing requirement of £78m. The majority of the cost of the increased investment in schools falls on the Council through increased borrowing costs.

8.2.7 Within the Place priority the proposed capital programme for the period 2021/22-2025/26 is broadly estimated at £74.8m of which approximately £14.6m is externally funded, leaving a borrowing requirement of £60.2m.

8.2.8 The Economy capital programme has an estimated value of £433m. The majority of the programme is either funded through contributions from

developers or are self-financing. The level of Council borrowing in this part of the capital programme is proportionately lower than in others at £55m. The majority of this borrowing is to match fund to the Tottenham Hale Regeneration project, the Tottenham High Road Strategy and the Wood Green Regeneration Strategy.

- 8.2.9 The basic premise for the economy programme is to provide a funding envelope within the budget and policy framework which enables the council to respond to opportunities in a timely way. This means that this capital programme is both front loaded and prone to reporting slippage.
- 8.2.10 The General Fund housing programme has no schemes that rely on borrowing as they are all self-financing.
- 8.2.11 The Your Council capital programme is estimated at £83.6m with the majority, £53.8m funded through borrowing. £40m of this borrowing relates to the asset management function of the Council and to the Civic Centre refurbishment. The balance of the investment relates to the Responsiveness Fund, £2m and the approved capital programme contingency, £6m.
- 8.2.12 The inclusion of a scheme within the capital programme is not necessarily permission to spend. Most schemes will be subject to the completion of an approved business case that validates the high-level cost and time estimates contained within the programme. An integral part of the business case will be an assessment of the risks that a project faces and once a project is agreed, the review of the risk register is a standing item on the agenda for the project's governance arrangements.
- 8.2.13 There are a range of schemes within the General Fund capital programme that will only proceed, if they are estimated to result in a net reduction in expenditure. That reduction will include the cost of financing the capital expenditure and contribute to the MTFS through making savings or increasing income. These schemes are known as self-financing schemes. The decision to proceed with these schemes will follow the production of a detailed business case that supports the investment and identifies reductions in expenditure.
- 8.2.14 Service managers bid annually as part of the Council's budget setting process. The bids are assessed against their "fit" in relation to the Borough Plan, the asset management plan and meeting the objectives of the medium-term financial strategy (MTFS). In addition, schemes have been considered for their contribution to economic recovery, to growth, to jobs, and to creating a Covid-19 safe public realm.
- 8.2.15 The Housing Revenue Account (HRA) is a ring-fenced account, which ensures that the Council's housing activities are not subsidised by the Council's non-housing activities. It also ensures that the Council's non-housing activities are not subsidised by its HRA. HRA capital expenditure is recorded separately.

The table below details the proposed capital expenditure plans by priority.

**Table 8.2: Capital expenditure plans by priority**

	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	Total (£'000)
<b>People - Children's</b>	26,471	23,909	24,006	20,101	10,731	<b>105,218</b>
<b>People - Adults</b>	26,220	26,970	12,400	4,470	2,377	<b>72,437</b>
<b>Place</b>	25,809	13,382	13,360	11,495	10,795	<b>74,841</b>
<b>Economy</b>	177,498	105,171	84,316	66,971	32,316	<b>466,271</b>
<b>Housing (GF)</b>	6,000	1,000	1,000	0	0	<b>8,000</b>
<b>Your Council</b>	25,506	18,281	15,531	17,650	6,650	<b>83,618</b>
<b>Total General Fund (GF)</b>	<b>287,504</b>	<b>188,713</b>	<b>150,613</b>	<b>120,687</b>	<b>62,869</b>	<b>810,385</b>
<b>Housing (HRA)</b>	<b>246,071</b>	<b>307,941</b>	<b>303,515</b>	<b>198,722</b>	<b>159,846</b>	<b>1,216,095</b>
<b>Overall Total</b>	<b>533,575</b>	<b>496,654</b>	<b>454,128</b>	<b>319,409</b>	<b>222,715</b>	<b>2,026,480</b>

8.2.16 Appendix 4 includes the previously agreed schemes plus any changes since the last budget (up to and including the December 2020 Cabinet), plus the new schemes proposed. Additionally, Appendix 5 provides details of the new schemes. The following paragraphs provide a high-level description of each priority's new capital proposals.

#### 8.2.17 Children's Services

Extensive work has been undertaken during 2019/20 and 2020/21 to understand the extent of the investment required in the Children's Services estate. This work has provided comprehensive information on the condition of the estate and has provided the foundation of the Children's Services asset management plan. The asset management plan provides a framework for the decisions on where and when the investment in the estate best serves the needs of our young people so that they are educated in facilities that are fit for today and the future.

The proposed capital programme has further, significant investment in the school estate. An additional £33m is proposed over the next five years. This additional funding will bring the Council's investment in the condition of the Children's Services to £105.5m over the period 2021/22-2025/26.

In addition, the proposed capital programme has provision for the delivery of a new Youth Hub in Wood Green as well as investment in the Alternative Provision Strategy and Pendarren.



### 8.2.18 Adult Services

The continued focus of the Adults Services capital programme is to enhance the lives of disabled and older adults. The 2020/21 capital programme delivery has been severely affected by Covid-19 and is therefore delayed. Accordingly, the aim for the coming period is to deliver those schemes that are delayed. There is one new proposal for capital expenditure, the renewal of the Mosaic ICT system, which is the Adult social care case work system. Currently a procurement exercise is underway which could result in the upgrading of the current system or its total replacement. The proposed bid is based on the complete replacement of the current system. Should the procurement exercise result in an upgrade to the existing system then there will be an overall cost which will result in a lower level of capital spend.

### 8.2.19 Place

The existing Place priority capital programme is designed to make the borough a cleaner and safer place where residents can lead active and healthy lives. The proposed new capital schemes build on these priorities with additional investment.

A previously significant source of funding for the borough's infrastructure were grants received from Transport for London (TfL). Due to the financial situation of TfL these grants have largely ceased. Even though these grants have ceased the works still need to be undertaken.

Part of the new investment is to offset the TfL reductions but there is additional investment in the borough's pavements, and additional funding for the Parkland Walk Bridges programme as well as investment in our depots to provide greener and more comfortable spaces. The programme also allows for the continuation of investment in street lighting and borough roads.

### 8.2.20 Economy

The existing Economy capital programme directly supports wealth creation, regeneration and community aspirations in the borough. The considerable investment in the Council's own commercial property, along with the potential acquisition of other properties, will allow for the expansion of industrial, commercial and office space. Once invested in or acquired, these can be used to expand existing businesses or to attract new businesses.

The new proposals build on this existing programme through the funding of the Good Economy Recovery Plan, further investment in creating workspaces and investment in HALS.

### 8.2.21 Your Council

The Communities First initiative will help transform the way in which the Council engages with its residents. The investment in the library stock sits beside the Connected Communities initiative and will improve the accessibility of libraries and the range of services that they offer.

There are three new capital proposals. The first relates to the approved capital programme contingency that is being replenished with £4m. The second is the responsiveness fund which is being topped up with £2m and the third is for additional funding for the Civic Centre works.

### 8.2.22 Financing

All capital expenditure must be financed from either external sources (government grant and other contributions), the Council's own resources (revenue, reserves or capital receipts) or debt (borrowing, leasing, Private Finance Initiative). The Council's capital programme has moved to a financing strategy that seeks to ensure that investment via the capital programme is self-financing or funded from external resources. The new schemes proposed to be added to the programme for 2020/21-2024/25 are analysed in the table below and show that the majority of schemes being proposed (77%) are either self-financing or funded via external resources:

**Table 8.3: Financing Strategy**

	General Fund Borrowing		External (£'000)	Total (£'000)
	Met from General Fund (£'000)	Self Financing met from Savings (£'000)		
People - Children's	77,259	0	27,959	<b>105,218</b>
People - Adults	3,785	54,170	14,482	<b>72,437</b>
Place	55,863	4,400	14,578	<b>74,841</b>
Economy	73,225	143,916	249,131	<b>466,272</b>
Housing - GF	0	8,000	0	<b>8,000</b>
Your Council	52,863	30,755	0	<b>83,618</b>
<b>Total</b>	<b>262,994</b>	<b>241,241</b>	<b>306,150</b>	<b>810,385</b>

8.2.23 The self-financing schemes will normally only proceed if they produce a reduction in expenditure that includes reductions enough to cover the cost of financing the investment. This is necessary to ensure that the investment contributes to meeting the financial challenges that the Council faces. It is noted however, that in some limited circumstances, that schemes may proceed even if they do not produce a reduction in expenditure enough to cover the cost of financing the investment.

8.2.24 As debt needs to be repaid the Council is required by statute to set aside from its revenue account an annual amount sufficient to repay borrowings. This is

known as the minimum revenue provision (MRP). The MRP for the period is set out below:

Table 8.4: Estimated MRP

	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)
MRP	5,533	8,734	16,438	22,455	25,807	29,043

8.3.16 The Council's cumulative outstanding amount of debt is measured by the capital financing requirement (CFR). This increases when new debt financed expenditure is incurred and reduces when MRP is made. The increase in MRP in 2022/23 is due to the end of the MRP holiday and will be addressed in detail in the Treasury Management Strategy to be considered by Council in February 2021.

Table 8.5: Prudential Indicator: Estimates of Capital Financing Requirement

	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)
CFR	1,073,041	1,300,885	1,590,485	1,836,902	1,999,393	2,016,930

### Asset Management

8.3.17 The Asset Management Plan is the subject of a separate report due to be considered by Cabinet in February 2021.

### Asset Disposals

8.3.18 When a capital asset is no longer needed, it may be sold and the proceeds (known as capital receipts) can be spent on new assets or can be used to repay debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council is currently permitted by legislation to spend capital receipts to deliver cost reductions and/or transformation until 2021/22. This is known as the flexible use of capital receipts and this flexibility is currently due to expire on the 3<sup>rd</sup> March 2022.

8.3.19 As stated above, capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFs period covered by the flexibility (up to 3<sup>rd</sup> March 2022) will be used to deliver cost reductions and/or transformation. There is a separate policy statement and schedule of proposed initiatives to utilise capital receipts flexibly.

### Treasury Management

8.3.20 The Council has a separate Treasury Management Strategy Statement (TMSS) that deals in detail with treasury management matters. The Capital Strategy document repeats some of the information contained within the TMSS but places the information in the context of the capital programme and Borough Plan.

8.3.21 Treasury management is concerned with keeping enough but not excessive cash balances available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing. This is to avoid excess credit balances or overdrafts at the bank. The Council is typically cash rich in the short term as cash revenue income is received before it is spent but cash poor in the long-term as capital expenditure is incurred before it is financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce borrowing.

#### Borrowing Strategy

8.3.22 The council's main objectives when borrowing is to achieve a low but certain cost of finance while retaining flexibility should its plans change in the future. These objectives are often in conflict as the Council seeks to strike a balance between cheap short-term loans and long-term fixed loans where the future cost is known, but higher.

8.3.23 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities and leasing) are shown below and compared to the capital financing requirement.

**Table 8.6: Prudential Indicator: Gross Debt and the Capital Financing Requirement**

	31/3/20 Actual (£'000)	31/3/21 Budget (£'000)	31/3/22 Budget (£'000)	31/3/23 Budget (£'000)	31/3/24 Budget (£'000)	31/3/25 Budget (£'000)	31/3/26 Budget (£'000)
Borrowing Debt	531,693	811,902	1,076,962	1,370,737	1,621,512	1,786,520	1,804,057
PFI & Lease Debt	31,800	27,932	24,099	20,100	15,926	11,567	9,050
<b>Total Debt</b>	<b>563,493</b>	<b>839,834</b>	<b>1,101,061</b>	<b>1,390,837</b>	<b>1,637,438</b>	<b>1,798,088</b>	<b>1,813,108</b>
Capital Financing Requirement	<b>723,447</b>	<b>1,073,041</b>	<b>1,300,885</b>	<b>1,590,485</b>	<b>1,836,902</b>	<b>1,999,393</b>	<b>2,016,930</b>

8.3.24 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from the above, the Council expects to comply with this requirement.

#### Affordable Borrowing Limit

8.3.25 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower operational boundary is also set as a warning level should debt approach the limit.

Table 8.7: Prudential Indicator: Authorised limit and operational boundary for external debt

	2020/21 limit (£'000)	2021/22 limit (£'000)	2022/23 limit (£'000)	2023/24 limit (£'000)	2024/25 limit (£'000)	2025/26 limit (£'000)
Authorised limit – borrowing	979,646	1,206,785	1,500,385	1,750,976	1,917,826	1,937,880
Authorised limit – PFI & leases	30,882	31,811	26,532	21,022	15,269	11,946
<b>Authorised limit – total external debt</b>	1,010,528	1,238,596	1,526,917	1,771,998	1,933,095	1,949,826
Operational boundary - borrowing	929,646	1,156,785	1,450,385	1,700,976	1,867,826	1,887,880
Operational boundary – PFI & leases	28,075	28,919	24,120	19,111	13,881	10,860
<b>Operational boundary – total external debt</b>	957,720	1,185,704	1,474,505	1,720,087	1,881,707	1,898,740

8.3.26 Although capital expenditure is not charged directly to the revenue account, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs. This is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 8.8: Proportion of financing costs to net revenue stream

	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)
Financing Costs General Fund	9,343	12,653	16,677	20,076	22,343	27,299
Proportion of net revenue stream	3.87%	5.16%	6.65%	7.82%	8.51%	10.40%
Financing Costs HRA	16,426	18,591	23,287	28,823	33,001	35,825
Proportion of net revenue stream	15.44%	17.08%	20.60%	24.37%	26.39%	27.44%

8.3.27 It can be seen that over the MTFs period that the General Fund ratio increases. However, whilst costs of financing investment increases there will be offsetting revenue savings from those schemes which are self-financing, and these

savings will be reflected in reduced service area budgets. It is also possible that once business cases are prepared that some of the schemes within the capital programme may well not proceed. The ratio also increases for the HRA. This level of ratio has been modelled into the current version of the evolving HRA business plan and capital programme and is affordable.

## Governance

8.3.28 Decisions on treasury management investment and borrowing are made on a daily basis and are delegated to the Director of Finance. There is a further sub-delegation to members of the Director of Finance's staff to facilitate day-to-day operations. Whoever is making the decision(s) will need to act in line with the treasury management strategy as approved by full Council.

## Flexible use of capital receipts

8.3.29 This strategy sets out the Council's approach to the flexibility afforded by the government's change to the rules surrounding the use of capital receipts. Capital receipts can only be used for specified purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, which is made under Section 11 of the Local Government Act 2003. The main permitted use of capital receipts is to fund capital expenditure and the use of capital receipts to support revenue expenditure is not permitted by the regulations.

8.3.30 The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Were such a direction is made, the specified expenditure can be then be funded by utilising capital receipts.

8.3.31 The 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.”

8.3.32 In order to comply with this direction, the Council must consider the Statutory Guidance issued by the Secretary of State. The guidance requires authorities to prepare, publish and maintain a flexible use of capital receipts strategy with the initial strategy being effective from the 1 April 2016 with future strategies being included within future annual budget document.

8.3.33 The Statutory Guidance for the flexible use of capital receipts strategy states that the strategy should include a list of each project that is intended to be funded via this flexibility, together with the expected savings that the projects

will realise. The strategy should also include the impact that the flexibility has on the affordability of borrowing by including updated prudential indicators.

8.3.34 The Secretary of State for Ministry of Housing, Communities and Local Government issued revised directions for the flexible use of capital receipts which extended the period of the flexibility to the financial year 2021/22.

8.3.35 The Council's strategy for capital receipts will be focused on transformation of services and will be presented to Cabinet in early February 2021 and for decision by Council later that month.

## 9. Housing Revenue Account (HRA)

9.1 The HRA is the Council's record of the income and revenue expenditure relating to council housing and related services. Under the Local Government and Housing Act 1989, the HRA is ring-fenced and cannot be subsidised by increases in council tax. Equally, any surplus in the HRA or balances held in reserves cannot be transferred to the General Fund. Since April 2012, the HRA has been self-financing. Under self-financing Councils retain all the money they receive from rent and use it to manage and maintain their homes.

### HRA 10 Year Financial Plan Overview

9.1.1. The HRA is made up of the Revenue account (Income and Expenditure) and Capital account (Investments and Financing). Following the abolition of HRA borrowing cap in October 2018, the Council embarked on expansion of its investment in its existing and new housing stock. This is laid out in its HRA Business Plan and HRA 10 Year Financial Plan, which is now in its third year.

9.1.2. In this revised plan, a more granular approach was taken in the costing of our new homes and acquisition programmes, drawing upon our increased knowledge from the first two years. The change in the PWLB borrowing rate and updated inflation (CPI) which informs the rent charges and affects cost have been incorporated.

9.1.3. This revised 10 Year Financial Plan, compared to the current one, supports the delivery of increased number of new homes in the borough, with greater proportion of these new homes being developed for social rents.

9.1.4. The proposed increase in spends on Major works (existing homes), Temporary accommodation and Fire Safety further highlights the Councils commitment to improving the quality of life of residents, ensuring homeless households are provided a safe place to live, and maintaining the overall safety of our dwellings.

9.1.5. These all-encompassing delivery and financial plans address the affordability of the entire HRA capital programmes, which includes the new homes build and homes acquisition programmes, and existing stock maintenance, carbon reduction programmes for both existing stocks and new stocks, fire safety programmes and the BWF estate renewal programme.

- 9.1.6. It includes a long-term assessment of maintenance, improvement, and management requirements, as well as forecasts on income streams such as rents, in line with rent standards, and other future developments. The impact of the current pandemic on rent collection and delay in capital programmes informed the update of the HRA financial plan.
- 9.1.7. The Revised Financial plan has highlighted a weakened revenue position in the early years of the plan because of the reduction in CPI from 1.7% to 0.5% and the impact of COVID 19 on rent collection. Alongside these, some heavy capital investment in the early years of the plan added to the pressures. It is expected that these pressures can be dealt with through better than expected rent collection and further Efficiencies through HfH Transformation programme, as built into the plan.

The main sources of income to the HRA: Rents and Service Charges.

## 9.2 Housing rents

- 9.2.1. Rent limits for council-owned housing are set by the government through the Rent Standard which prescribes the formula for calculating social housing rents. These rents are also called formula rents and excludes service charges.
- 9.2.2. The formula for setting social housing rents is complex but involves the value of the property and average regional earnings compared to the national averages for these and is increased/decreased according to the number of bedrooms.
- 9.2.3. From 2020/21, at least until 2024/25, the government has permitted Local Authorities in England to increase rents every year by no more than the Consumer Price Index (CPI) at September of the previous year plus 1%.
- 9.2.4. The current rent for 2020/21, approved by Cabinet on 11 February 2020, was set at the 2019/20 rent uplifted by 2.7%. The rent increase is due to the CPI inflation rate in September 2019 of 1.7% plus 1% allowed by the government.
- 9.2.5. Haringey Council must set the rents for 2021/22 using the formula set out in the Rent Standard. Given that the CPI at September 2020 was 0.5%, rents in council-owned housing will increase by no more than 1.5% (CPI plus 1%) from 5 April 2021 (the first Monday in April).
- 9.2.6. Applying the maximum rent increase of 1.5% will give £1.08m of additional rental income to the Housing Revenue Account (HRA) from tenants. However, the HRA business plan had assumed annual rent increases of 3% (CPI of 2% plus 1%) which was expected to produce additional rental income of £3.78m in 2021/22 (a reduction of £2.7m).
- 9.2.7. The 10-year HRA financial plan has been revised to reflect the lower rent increase in 2021/22. An assumed annual rent increases of current CPI plus 1% in 2022/23 and reversion to CPI of 2% plus 1% for the remaining 2 years of this current rent regime (2024/25) has been built in. It also assumed annual rent increases of CPI only, for the remaining five years of the HRA financial plan.

General needs and sheltered / supported housing

- 9.2.8. Provisional rents for general needs and sheltered / supported housing for 2021/22 have been calculated so that the weekly rents paid by tenants increase by no more than 1.5% from 5 April 2021. On this basis, the average weekly rent will increase by £1.57 from £104.57 to £106.14.
- 9.2.9. There is a range of rents across different sizes of properties. Table 1 sets out the provisional average weekly rents for 2021/22 and the proposed rent increase by property size.

Table 9.1 - Average General needs and sheltered / supported housing rent

Number of Bedrooms	Number of Properties	Current average weekly rent 2020/21	New average weekly rent 2021/22	Proposed average rent increase	Percentage increase
Bedsit	130	£84.84	£86.11	£1.27	1.5%
1	5,236	£89.85	£91.20	£1.35	1.5%
2	5,129	£104.72	£106.29	£1.57	1.5%
3	3,663	£119.91	£121.71	£1.80	1.5%
4	597	£136.52	£138.57	£2.05	1.5%
5	105	£159.71	£162.10	£2.40	1.5%
6	15	£165.96	£168.45	£2.49	1.5%
7	2	£157.04	£159.39	£2.36	1.5%
8	1	£177.77	£180.44	£2.67	1.5%
All dwellings	14,878	£104.57	£106.14	£1.57	1.5%

9.2.10. As some properties have not reached the formula rent, the current policy of increasing rents to the formula rents on re-let to new secure tenants will continue.

#### Affordable rent housing

9.2.11. There are eighteen properties, built under the New Homes Infill Programme, currently let at affordable rents.

9.2.12. It is proposed that the rent on these properties will be changed to social rents from 5 April 2021. This is to bring these rents in line with the Council's new homes rent. On this basis, the current average weekly affordable rent of £253.31 will decrease by 34.3% to social rent levels at an average of £166.38 per week. There is a range of rents across different sizes of properties. Table 2 sets out the proposed average weekly social rents for 2021/22 by property size.

Table 9.2

## Conversion of affordable rents to social rents

Number of Bedrooms	Number of Properties	Current average weekly affordable rent 2020/21	Proposed average weekly social rent 2021/22	Proposed average rent increase	Percentage increase
1	1	£210.79	£148.88	-£61.91	-29.4%
2	5	£234.29	£157.62	-£76.67	-32.7%
3	7	£235.00	£166.38	-£68.62	-29.2%
4	3	£294.78	£175.12	-£119.66	-40.6%
5	2	£324.03	£183.89	-£140.14	-43.2%
All dwellings	18	£253.31	£166.38	-£86.94	-34.3%

## Temporary accommodation

- 9.2.13. All properties acquired since 1 April 2020 for housing homeless households held in the HRA are leased to Haringey Community Benefit Society (HCBS) and let by HCBS at Local Housing Allowance (LHA) rent levels.
- 9.2.14. The HRA financial plan includes these rental incomes from 2021/22 to 2027/28. From year eight, it recognises incomes from these properties at formula rent plus CPI as these properties will revert to the HRA.
- 9.2.15. From 5 April 2021, all other council-owned properties used as temporary accommodation but not leased to HCBS will have their rents increased by 1.5% from their current levels.

## 9.3 Tenants' service charges

- 9.3.1. In addition to rents, tenants pay charges for services they receive which are not covered by the rent. The Council's policy has been to set tenants' service charges at the start of each financial year to match budgeted expenditure.
- 9.3.2. Service charges must be set at a level that recovers the cost of the service, and no more than this. Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service.
- 9.3.3. Therefore, a flat rate is charged to tenants receiving each service and the weekly amount is fixed. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

9.3.4. Tenants currently pay for the following services:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Light and power (Communal lighting)
- Heating
- Integrated reception service (Digital TV)
- Estates road maintenance
- Door entry system maintenance
- Sheltered housing cleaning service
- Good neighbour cleaning service
- Converted properties cleaning
- Window cleaning service.
- TV aerial maintenance

Tenants living in sheltered and supported housing also pay the following additional support charges:

- Sheltered Housing Charge
- Good Neighbour Charge
- Additional Good Neighbour Charge

The applicable charges for 2021/22 will be calculated and presented to Cabinet and Full Council for approval in February 2021.

Rent and Service charge consultation

9.3.5. There is no requirement for tenant consultation as Haringey council's rents are set in accordance with government rent standard and no new charges are being introduced for the tenants' service charges.

9.3.6. However, a four weeks' written notice will be served on all tenants prior to April 5, 2021. The Council must give written notice to tenants at least four weeks before the new rents for 2021/22 start on 5 April 2021. This will follow the consideration by Cabinet in February 2021 and will include:

- Council housing rent charges for 2021/22
- Proposed weekly tenants service charges for 2021/22
- HRA hostel rent charges for 2021/22

9.4 HRA Expenditure

9.4.1. The Council's Arms' Length Management Company (ALMO), Homes for Haringey (HfH) manages the dwellings stock and garages on behalf of the Council. The management fee the council pays for these services is budgeted at £41.2m for 2021/22. This includes £19.4m for repairs and about £1.9m for housing demand.

- 9.4.2. Other significant items of expenditure include the capital financing charge and depreciation. The capital financing charge is the interest on HRA loans and internal funding and is budgeted at a higher level than 2020/21 due to increase in the level of capital works programme and New build programme.

#### Draft Update of HRA 10 Year Financial Plan – Capital Programmes

- 9.4.3. The HRA long term financial plan has been updated in order to determine how the council might best use the new HRA borrowing capability (still of course constrained by the prudential borrowing code) to both fulfil its responsibilities in respect of its existing stock and deliver the council's objectives for its provision of additional housing.
- 9.4.4. The HRA financial plan recognises certain risks such as the impact of the current pandemic, COVID-19 on collection of rent, the impact of government policy changes in respect of types of tenancy, rent levels, right to buy, and treatment of voids.
- 9.4.5. The plan assumes a revenue contribution to capital outlay (RCCO) minimum of £8m. This means that the surplus after expenditure should not be below £8m. It also assumes a working balance of £14.2m.
- 9.4.6. The draft Housing Revenue Account (HRA) revenue budget and HRA Capital programme incorporates the work to date on updating the HRA Business Plan. This is a complex plan and Members should be aware that further changes are anticipated before the final budget package is presented in February, though this will not affect the rent proposals for 2021/22 included here.
- 9.4.7. A finalised version will be presented to Cabinet and Full Council for approval in February 2021. It should be noted that any changes in the final version will not affect the rent proposal contained in this draft report.

#### Draft HRA 5 Years MTFS (2021/22-2025/26)

- 9.4.8. The HRA budget for 2021/22 is a balanced budget maintaining a reasonable revenue contribution to capital of £8.1m. This report sets out the proposed HRA 5 years Budget/MTFS in the Table below. It accommodates the scale of development presently assumed within the business and financial planning in terms of its impact of the future years HRA revenue position. It also takes into consideration further cost savings measures in years 2 & 3, to ensure that the RCCO is kept at above £8m year on year.

**Table 9.3 - Draft HRA 5-Year Revenue Budget (2021/22 – 2025/26)**

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income & Expenditure	2021-22	2022-23	2023-24	2024-25	2025-26	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>						
Dwellings Rent Income	(85,647)	(89,630)	(95,213)	(102,374)	(108,166)	<b>(481,030)</b>
Void Loss	856	896	952	1,024	1,082	<b>4,810</b>
Hostel Rent Income	(2,263)	(2,292)	(2,331)	(2,371)	(2,412)	<b>(11,669)</b>
Service Charge Income	(11,539)	(11,808)	(12,237)	(12,801)	(13,363)	<b>(61,748)</b>
Leaseholder Income	(7,374)	(7,475)	(7,614)	(7,756)	(7,978)	<b>(38,197)</b>
Other Income (Garages /Aerials/Interest)	(2,255)	(2,266)	(2,289)	(2,312)	(2,358)	<b>(11,480)</b>
<b>Total Income</b>	<b>(108,222)</b>	<b>(112,575)</b>	<b>(118,732)</b>	<b>(126,590)</b>	<b>(133,195)</b>	<b>(599,314)</b>
<b>Expenditure</b>						
Repairs	19,410	19,507	19,702	20,610	21,515	<b>100,744</b>
Housing Management	19,861	19,960	20,160	20,362	21,256	<b>101,599</b>
Housing Demand	1,879	1,888	1,907	1,926	1,965	<b>9,565</b>
<b>Management Fee (HfH)</b>	<b>41,150</b>	<b>41,355</b>	<b>41,769</b>	<b>42,898</b>	<b>44,736</b>	<b>211,908</b>
Further Cost Reduction Measures in year 2 & 3	0	(1,150)	(1,450)	0	0	<b>(2,600)</b>
Estates Costs (Managed)	10,219	10,270	10,373	10,851	11,328	<b>53,041</b>
Provision for Bad Debts (Tenants)	2,625	1,948	1,220	927	956	<b>7,676</b>
Provision for Bad Debts (Leaseholders)	88	90	91	93	96	<b>458</b>
<b>Total Managed Expenditure</b>	<b>12,932</b>	<b>12,308</b>	<b>11,684</b>	<b>11,871</b>	<b>12,380</b>	<b>61,175</b>
Other Costs (GF Services)	4,357	4,379	4,423	4,467	4,556	<b>22,182</b>
Other Costs (Property/Insurance)	2,224	2,235	2,257	2,280	2,326	<b>11,322</b>
Capital Financing Costs	19,285	25,096	31,463	35,884	37,875	<b>149,603</b>
Contribution to Major Repairs (Depreciation)	20,197	20,298	20,501	20,706	21,120	<b>102,822</b>
<b>Revenue Contributions to Capital</b>	<b>8,077</b>	<b>8,054</b>	<b>8,085</b>	<b>8,484</b>	<b>10,202</b>	<b>42,902</b>
<b>Total Expenditure</b>	<b>108,222</b>	<b>112,575</b>	<b>118,732</b>	<b>126,590</b>	<b>133,195</b>	<b>599,314</b>
<b>HRA (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Draft HRA 5 Years Capital Programme (2021/22 – 2025/26)

- 9.4.9. This represents the capital implications of the new HRA financial plan where the current pandemic has placed a strong emphasis on meeting the needs of homeless households while ensuring that the needs of the existing stock are met. It also focuses on the delivery of new homes, renewal of BWF estate, carbon reduction in existing stock, and fire safety of the entire stock.
- 9.4.10. The HRA MTFS is geared towards maximising the use of other available resources and use borrowing as last resort. The MTFS capital programme funding assumes a mix of grant funding, S106 monies, revenue contribution and prudential borrowing. The total capital investment in 2021/22 is £246.1m fully funded from revenue contribution, grants, RTB retained receipt, Major Repairs Reserve and borrowing.

Table 9.4 - Draft HRA 5 Year Capital Programme (2021/22 – 2025/26)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Investment & Financing	2021-22	2022-23	2023-24	2024-25	2025-26	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Investment</b>						
Existing Stock Investment (Haringey Standard)	65,278	56,835	69,868	53,412	25,348	<b>270,741</b>
New Homes Build Programme	70,080	174,669	154,594	48,319	23,156	<b>470,818</b>
New Homes Acquisitions	41,760	6,337	15,405	27,705	44,202	<b>135,409</b>
TA Acquisitions	33,877	34,216	34,558	34,904	35,951	<b>173,506</b>
New Homes Zero Carbon	76	151	605	1,183	140	<b>2,155</b>
Existing Stock Carbon Reduction (Affordable Energy)	5,142	5,142	6,285	17,597	17,597	<b>51,763</b>
Fire Safety	15,329	13,771	11,000	4,400	4,500	<b>49,000</b>
Broadwater Farm	14,529	16,820	11,200	11,202	8,952	<b>62,703</b>
<b>Total Capital Investment</b>	<b>246,071</b>	<b>307,941</b>	<b>303,515</b>	<b>198,722</b>	<b>159,846</b>	<b>1,216,095</b>
<b>Capital Investment Financing</b>						
Grants (GLA Allocation)	35,124	1,204	0	0	0	<b>36,328</b>
Grants (Additional Bid)	0	26,896	55,524	22,510	7,600	<b>112,530</b>
Major Repairs Reserves	20,197	20,298	20,501	20,706	21,120	<b>102,822</b>
Revenue Contributions	8,077	8,054	8,085	8,484	10,202	<b>42,902</b>
RTB Capital Receipts	10,163	10,265	10,367	10,088	10,655	<b>51,538</b>
Leaseholder Contributions to Major Works	10,134	9,883	9,746	8,139	7,256	<b>45,158</b>
S.106 Contributions	1,000	1,000	1,000	0	0	<b>3,000</b>
Market Sales Receipts (at cost)	1,898	0	1,661	23,362	57,104	<b>84,025</b>
Market Sales Contributions	360	0	332	4,672	11,421	<b>16,785</b>
Borrowing	159,118	230,341	196,299	100,761	34,488	<b>721,007</b>
<b>Total Capital Financing</b>	<b>246,071</b>	<b>307,941</b>	<b>303,515</b>	<b>198,722</b>	<b>159,846</b>	<b>1,216,095</b>

The current business and financial plan highlight an improvement, over a 10-year period, in the number of new homes planned to be delivered and the ratio of social rent homes to market sales homes.

## 10 Dedicated Schools Budget (DSB)

10.1 The Dedicated Schools Budget (DSB) is substantially funded from the ring-fenced Dedicated Schools Grant and two other funding streams (Pupil Premium and Post 16 Grant) which are, in effect, passported to schools. Spending must be consistent with the requirements of the prevailing Schools and Early Years Funding Regulations. There are requirements for Schools Forum to act as a decision-making and/or a consultative role in determining budget levels for each year.

10.2 The financial position reported at Quarter 2 2020-21 set out the forecast year end position. This highlighted the budget pressures in the High Needs Block which is estimated to add an additional £5.3m to the existing deficit of £10.2m.

10.3 Table 10.1 below sets out Haringey's Dedicated Schools Grant allocations for 2019-20, the minimum rebased DSG baseline allocation for 2020-21 and Provisional National Funding Formula (NFF) allocation for 2021-22.

Table 10.1 Haringey's Dedicated Schools Grant Allocation Dedicated Schools Grant

Dedicated Schools Grant	2019-20 NFF £m	2020-21 NFF £m	2021-22 Provisional NFF £m
Schools Block	196.97	200.15	211.98**
Central School Services Block	3.02	2.95	2.87
Early Years Block	20.09	20.83	20.36
High Needs Block	36.14	40.99	44.46
<b>Total DSG</b>	<b>256.22</b>	<b>264.91</b>	<b>279.67</b>

\*\* Includes £6.193m Teachers Pay Grant and Teachers Pension and Employer Contribution Grant, both previously paid separately.

10.4 Overall, Haringey's provisional NFF allocation for 2021/22 is an increase of 3.23% equivalent to £8.57m and a further £6.19m teacher's pay and pension grants. This is based on 2019 October pupil census numbers and the final allocation will be based on the October 2020 pupil census numbers. Bearing in mind the pupil numbers will change from year to year, the cash impact of this provisional funding by block is:

- Schools Block - uplift of 2.82% equivalent to £5.64m.
- Central School Services Block - has lost 2.7% equivalent to £0.08m.
- Early Years Block – has lost 1.34% equivalent to £0.47m
- High Needs Block – uplift of 8.47% equivalent to £3.47m.

- 10.4 The actual financial position for the Dedicated Schools Grant is dependent on the final school's finance settlement for 2021-22, which is due in December 2020.
- 10.5 The Schools Forum will consider these figures at their December 2020 and January 2021 meetings.

#### DSG Reserves

- 10.6 As at Quarter 2, the DSG Reserves is expected to close with a cumulative deficit of £15.49m at the end of 2020-21. The pressure is mainly in the High Needs Block and is mainly due to the general increase in pupil numbers with special educational needs within the borough.

Table 10.2 2020/21 Year End DSG reserves forecast

Blocks	Opening DSG at 01/04/2020	P06 Forecast Outturn Variance	Forecast Closing DSG Reserves Quarter 2 2020-21
Schools Block	0	0	0
Central Block	10,260	34	10,294
Early Years Block	107,530	48,857	156,387
High Needs Block	10,066,960	5,255,940	15,322,900
Total	£ 10,184,750	£ 5,304,830	£ 15,489,580

- 10.7 The pressure on the DSG budget is acknowledged by government as a national issue. The outcome of the Government's SEND Review will influence policy (and budgets) and will factor into any future deficit recovery plans. This still is awaiting publication. The School's Forum is aware of the need to produce a Deficit Recovery Plan as a matter of good financial practice and in preparation for the expected contact from the DfE.

#### 11 Consultation & Scrutiny

- 11.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents and service users which is used to inform the final decision of the Council when setting the budget.
- 11.2 As such a formal consultation is being planned, the result of which is expected in January, and will be shared with Cabinet to enable them to consider and reflect any amendments in the final February report.
- 11.3 Statutory consultation with businesses will also take place during this period and any feedback will be considered and, where agreed, incorporated into the final February report. A detailed consultation plan is attached at Appendix 6.
- 11.4 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Overview and Scrutiny Panels and Committee during December/January on a priority themed basis. The Overview and Scrutiny Committee will then meet in January 2021 to finalise its recommendations on the budget package. These will be reported to Cabinet for their consideration. Both the recommendations and Cabinet's

response will be included in the final Budget report recommended to Full Council in February.

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

Finance

- 12.1 As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are essentially contained throughout the report.
- 12.2 Ensuring the robustness of the Council's 2021/22 budget and its MTFS 2021/22 – 2025/26 is a key function for the Council's Section 151 Officer. This includes ensuring that the budget proposals are realistic and deliverable and that they will be achieved in a number of ways including consideration of the budget setting process itself, the quality and extent of both statutory and non-statutory consultation, the assessment and management of risks, feedback and challenge via scrutiny processes, and the coherence of the working papers supporting budget proposals. The process this year has been made more challenging and complex due to the impact of the coronavirus pandemic.
- 12.3 The draft General Fund Budget 2021/22 requires the one-off draw down from reserves and this position will be reviewed and addressed in the February report.
- 12.4 The formal Section 151 Officer assessment of the robustness of the council's budget, including sufficiency of contingency and reserves to provide against future risks will be made as part of the final budget report to Council in February and will draw on independent assessments of the Council's financial resilience if available. This statutory role is acquiring more and more significance given the increased pressure falling upon this council's budget as a result of the C19 pandemic following years of austerity and the uncertainty surrounding the implications of Brexit.

Procurement

- 12.5 Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions.

Assistant Director of Corporate Governance

- 12.6 The Assistant Director, Corporate Governance has been consulted in the preparation of this report and makes the following comments.
- 12.7 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.
- 12.8 The Council must ensure that it has due regard to its public Sector Equalities Duty under the Equalities Act 2010 in considering whether to adopt the recommendations set out in this report.

- 12.9 Where detailed savings proposals are yet to be developed, the Cabinet will need to ensure that where necessary, consultation is carried out and equalities impact assessments are undertaken, and the outcomes of these exercises inform any final decisions.
- 12.10 In view of the conclusion reached by the Director of Finance at paragraph 1.12 above on the ability to set a balanced budget for 2021/22, coupled with the assurance provided at paragraph 7.12.1 above, and the Equalities comments below in relation to the proposed use of EqlAs as appropriate, there is no reason why Cabinet cannot adopt the Recommendations in this report.

#### Equality

- 12.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard 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.
- 12.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 12.3 This report sets out details of the draft Budget for 2021/22 and MTFS to 2025/26, including budget reductions, growth and capital proposals. The details the impact of COVID-19 on the financial planning process and the Council's response. COVID-19 affects everything local authorities do. The Council is continuing to focus on responding to the pandemic and its concomitant impacts while ensuring normal critical services are resumed. As the virus remains prevalent in the community and public health restrictions remain in place, the future financial impacts of the virus in the short, medium and long-term remain uncertain. Further risks include the end of the transition period as the UK exits the European Union.
- 12.4 The proposed decision is for Cabinet note the budget proposals detailed and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2021/22 Budget and MTFS. The decision is recommended in order to comply with the statutory requirement to set a balanced budget for 2021/22 and to ensure the Council's finances on a medium-term basis are secured through the four-year Medium-Term Financial Strategy.
- 12.5 The impact of COVID-19, along with budget pressures, has led the Council to reconsider its corporate planning through a 'Recovery and Renewal' process. Undertaken alongside key partners, this process surfaced renewed priorities, with impacts across the Council's functions. Three key themes emerged from the work: economic recovery; health and wellbeing; strengthening communities.

- 12.6 The Council's priorities are underpinned by a focus on tackling inequality. This was key principle emerging from the Recovery and Renewal work and aligns with the principles embedded within the Borough Plan equalities objectives. COVID-19 has served to widen existing inequalities with adverse impacts experienced by protected groups across a number of health and socioeconomic outcomes. The Council is committed to targeting its interventions to reduce inequality despite the financial constraints detailed in this report. This is evident through ongoing investment in policies that seek to improve outcomes for individuals with protected characteristics, such as Free School Meals, Local Welfare Assistance, Youth Services, and the Haringey University Bursary Scheme, despite financial constraints.
- 12.7 During the proposed consultation on Budget and MTFs proposals, there will be a specific focus on considering the implications of the proposals on individuals with protected characteristics, including any potential cumulative impact of these decisions. Responses to the consultation will inform the final package of savings proposals presented in February 2021.
- 12.8 Additionally, budget savings proposals are undergoing an equalities screening process to identify where negative impacts to protected groups may arise. Where such impacts are identified, a full Equalities Impact Assessment will take place to understand the impacts in full and describe action to mitigate those impacts. Haringey Council believes the Equality Impact Assessment process is an important way of informing our decision-making process. At this stage, the assessment of potential impact of decisions is high level and, in the case of many individual proposals, has not been subjected to detailed analysis. This is a live process and, as plans are developed further, each service area will assess the equality impacts and potential mitigating actions of their proposals in more details. Final EQIAs will be published alongside decisions on specific proposals.
- 12.9 Initial Equality Impact Assessments for relevant savings proposals will be published in February 2021 and will reflect feedback regarding potential equality impacts gathered during the consultation period. If a risk of disproportionate adverse impact for any protected group is identified, consideration will be given to measures that would prevent or mitigate that impact. Where there are existing proposals on which decisions have been taken, existing Equalities Impacts Assessments will be signposted.

13. Use of Appendices

Appendix 1 – Summary of Draft Revenue 2021/22 Budget and Medium Term Financial Plan 2020-2025

Appendix 2 – Summary of new budget reduction proposals

Appendix 3 – Summary of total budget reduction proposals by year

Appendix 4 – Draft General Fund Capital Programme 2021/22 – 2025/26

Appendix 5 – Summary of new proposed capital investment

Appendix 6 – Budget Consultation Plan

14. Local Government (Access to Information) Act 1985

2020/21 Qtr 1 and Qtr 2 Budget Reports

2020/21 Budget & MTFS 2020-2025

Detailed pro-formas for individual budget reduction proposals are available online at the following location:

This page is intentionally left blank

## Place

		2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2021/22 - 25/26 Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000
301	Street Lighting	1,300	1,300	1,300	1,300	1,300	6,500
302	Borough Roads	4,373	4,769	6,044	6,924	6,924	29,034
304	Flood Water Management	650	680	710	0	0	2,040
305	Borough Parking Plan	321	321	321	321	321	1,605
307	CCTV	830	1,000	550	0	0	2,380
309	Local Implementation Plan(LIP)	1,000	1,000	1,000	1,000	1,000	5,000
310	Developer S106 / S278	250	250	250	250	250	1,250
311	Parks Asset Management:	300	300	300	300	300	1,500
313	Active Life in Parks:	230	230	230	230	230	1,150
314	Parkland Walk Bridges	0	496	85	0	0	581
322	Finsbury Park	600	600	600	0	0	1,800
328	Street & Greenspace Greening Programme	100	100	100	100	0	400
329	Park Building Carbon Reduction and Improvement Programme	800	800	800	0	0	2,400
331	Updating the boroughs street lighting with energy efficient Led light bulbs	3,500	0	0	0	0	3,500
333	Waste Management	200	200	0	0	0	400
119	School Streets	600	600	600	600	0	2,400
444	Marsh Lane	4,700	266	0	0	0	4,966
447	Alexandra Palace - Maintenance	470	470	470	470	470	2,350
621	Libraries IT and Buildings upgrade	85	0	0	0	0	85
334	Parks Depot Reconfiguration	400	0	0	0	0	400
335	Streetsplan	5,100	0	0	0	0	5,100
<b>Place - Safe &amp; Sustainable Places</b>		<b>25,809</b>	<b>13,382</b>	<b>13,360</b>	<b>11,495</b>	<b>10,795</b>	<b>74,841</b>

**The Parkland Walks Bridges.** This scheme is already within the approved capital programme. This bid is to seek additional funding to complete works to three of the seven Parkland Walk Bridges that the Parks Service is responsible for. Of the agreed 2020/21 capital budget, £300k was redirected to the Covid reserve. Further review has identified additional scheme costs of a further £280k. Therefore, the total additional bid is for £0.581, which is profiled £0.496m in 2022/23 and £0.085m in 2023/24. The additional £280k costs relate work required to investigate and prepare design solutions for the three additional bridges (St James Lane Viaduct, MP Villas and Northwood Road). The additional cost also includes an allowance for temporary works in the period between now and when the full works can take place. At the end of this phase works will have been completed on the bridges at Upper Tollington, Vicarage Road and Stanhope Road. Design solutions and tender packages will have been prepared for Stapleton Hall Road, St James Lane, MP Villas and Northwood Road. The works on these bridges will be subject to a separate capital bid which is expected to be made in 2023/24.

**Principal Road Maintenance.** This bid covers the planned maintenance for the Principal Road Network (PRN). These roads are the most important borough managed transport routes and carry the highest volumes of vehicles including buses, cyclists, and pedestrians. Funding for maintenance

of the PRN has historically come from Transport for London via an annual settlement as part of the Annual Spending Submission (ASS) through the Local Implementation Plan process. TfL initially suspended funding for maintenance of the PRN for 2 years in 2018/19 due to financial difficulties. This has now extended into a 3rd year. In 2019/20 and 2020/21 due to the deteriorating network and level of member and public concern a one-off allocation has been made to undertake essential maintenance of the PRN. With the full suspension of all TfL ASS programmes due to financial difficulties and a redirection of emergency DfT funding for TfL to social distancing, it is unclear whether any principal road maintenance (PRM) funding will be made available in 2021/22. We are unclear when TfL will be able to provide further clarify on the matter which is likely to be dependent on future DfT funding. This bid level takes into account the continued deterioration of the highways network represents the minimum level required to be able to be able to maintain the operation of PRN during 2021/22 at which point it is hoped that TfL will reinitiate funding of the programme, or at least provided clarity for future arrangements. Failure to secure this level of funding is likely to result in the need to divert essential funding from other programmes and may well impact on the ability to meet walking and cycling aspirations. Should TfL decide to restart mainstream funding for PRM within 2021/22 via the ASS, or alternative mechanisms, then that funding will replace this requirement through the council's capital programme. The budget is proposed for 2021/22 and is for £0.5.

**Investing In Pavements.** There is the legal obligation on any authority to maintain its highways and they must provide for a safe and expedient movement to, from and around our borough. Decisions on the way the Council manages its highways have economic, social, and environmental impacts and need to be made carefully. Like many other boroughs in London and across the country, Haringey has historically underinvested in its highway maintenance, and the condition of the highway network in Haringey has been declining. This underinvestment was confirmed in recent condition surveys indicating that the borough's highway assets were in a relatively poor condition. Assessments forming part of a recent review of the Council's Highway Asset Management Strategy established that some 16% of the Council's unclassified roads (carriageway) network was in need of maintenance and that some 59% of footways required treatment. Having regard for the generally poor condition of the highway infrastructure, the review also sought to establish the level of funding needed for a combination of reactive and planned maintenance using benchmarking across London. It was concluded that reactive maintenance funding needed to be increased by £1.1m per annum, and that funding for planned footway maintenance would need to be increased from £1.9m to £3.5m per annum. The budget proposal is for £0.896m in 2022/23, £2.171m 2023/24, £3.051m 2024/25 and £3.051m in 2025/26.

**Borough Parking Plan.** The funding requested here is to be able to respond to requests for new CPZ's and any changes to existing CPZ's arising from consultation. The new Tottenham Hotspur Stadium has prompted an increase in parking complaints. The stadium complex hosts many more events and employs many more staff; thereby adding to parking congestion in the area. The wider area development plan includes high-density housing, much of which may be designated car free. It also includes a hotel, a museum, a community health centre and other sports and leisure facilities. All of these will result in increased activity in the area with even greater parking pressure on local roads. Other developments, including increased rail services and several railway station upgrades in the local area together with a major new housing regeneration to be located at the northern boundary of the borough, are likely to see a marked increase in demand for parking by commuters using the improved transport connections. The regeneration project will also see a significant increase in the population of the local area, again adding to parking demand. Our current and future programmes will prioritise CPZ areas that have not been recently reviewed providing an opportunity

for the council to establish how effective the operational times and days are and if they continue to provide a good use of kerb space. The planned schemes listed in the table are to address the following issues:

- Parking in Finsbury Park during events that has been addressed using temporary measures, however this is proving to be unnecessarily costly and it is the Council's intention to consider a more permanent solution.
- Parking changes in the areas around the Tottenham Hotspur Stadium (Tottenham North) are now out of date with the new stadium and its changes in use. As these zones have not been reviewed it is necessary that a more tailored approach is needed to ensure that events are properly catered for in the interests of residents, businesses and visitors.
- Interzonal commuting have been reported between Wood Green inner and Wood Green outer zones. As with the Tottenham North zone these zones are overdue for a review and issues of congestion and intra zonal parking have been raised by residents. The need to address vehicle displacement is a regular theme and is the case for Hornsey North and Bruce Castle, with Hornsey North being the result of a successful smaller zone and Bruce Castle being a consequence of new neighbouring zones. Following an agreed review of feedback from residents White Hart Lane will be assessed to see if changes to the operational days and hours best meet the needs of residents and businesses.

The profile of investment is £0.321m in each of the years 2021/22 through to and including 2025/26.

**CCTV Monitoring.** This is a new capital scheme to purchase 14 mobile cameras to further enhance and expand the moving traffic enforcement initiative. These cameras will support virtual road closures and the low traffic neighbourhood initiative. They will also support the delivery of MTFS savings of £500k and will contribute towards the transport strategy and clean air policy. CCTV. A complete desktop survey is required to identify correct camera location, lamp column and commando socket. Surveys will need to be commissioned from contractors to ensure sites are sound and suitable for installation. Further surveys will need to be commissioned to identify contravention captured for new potential sites. Order, complete structural testing, install and configure cameras. Full implementation is expected to be complete by 31st March 2024. Following implementation there will be on-going revenue costs estimated at £50k to support back office activities; software licence charges, warranty (after one year) maintenance & repair, and processing costs. Successful implementation will be measured by capturing contraventions. Likely Performance Indicator will be how many contraventions captured. The cost of this bid is estimated £0.35m in 2023/24.

**Parks Depot Reconfiguration.** There is an opportunity to dispose of the Parks Depot at Keston road for sale as a development site. However, in order to release the site other parks depots will have to be improved to accommodate the staff welfare facilities, materials and equipment storage and secure vehicle parking that will be displaced. The capital funding will be used to reconfigure other parks depots as part of a wider Building Asset Management plan and carbon reduction programme already agreed in parks. The sale is expected generate a further £0.4k in a capital receipt for the council as part of the council's cross cutting property workstream and the achievement of the MTFS. The reconfiguration will also support the provision of improved welfare conditions for Parks staff. The profile of the spend is £0.4m in 2021/22.

**Waste Containment.** This proposal is to enable delivery of proposed MTFS saving PL20-14 on Commercial Waste. PL20-14 seeks to deliver net savings of £0.110m by increasing income from

commercial waste. Delivery of the saving will be achieved by investing in waste containment infrastructure and bin storage capacity in areas of time banded collections. The profile of expenditure is £0.2m in 2021/22 and £0.2m in 2022/23.

**Streetspace Plan.** Projects to support active travel and reducing carbon emissions in line with the Borough Plan, Transport Strategy, Climate Change Action Plan and Air Quality Action Plan. The interventions also support social distancing during Covid19, the local economy, employment, businesses, and high streets, and are referenced in the Good Economy Recovery Plan. A range of projects were submitted to TfL/DfT for funding bids totalling around £7m. £1.1m was secured in Summer 2020. The remaining bids not yet funded externally are around £5.7m. We expect up to approximately £0.6m to be confirmed by TfL/DfT in December 2020 but this is not guaranteed. If confirmed, this would leave around £5.1m to be funded. There may be future TfL/DfT funding tranches announced but this is not confirmed and highly unlikely to cover the whole cost of the projects. These walking and cycling projects are eligible for funding from Strategic Community Infrastructure Levy (SCIL). The budget proposed is £5.1m for 2021/22.

## 10 December 2020 - Environment and Community Safety Scrutiny Panel

### New Savings Proposals 2021/22 - 2023/24

REF	Description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Savings Total - (£'000)	Capital Investment - (£'000)
PL20/1	Remodelling of the proposed Selective Licensing Scheme	-	100	-	-	-	<b>100</b>	-
PL20/3	Reduction in Management of ASB Enforcement	78	100	-	-	-	<b>178</b>	-
PL20/9	Full Cost recovery of services	130	100	70	50	-	<b>350</b>	-
PL20/14	Commercial Waste	-	30	35	35	10	<b>110</b>	400
PL20/15	Fleet	-	-	50	50	-	<b>100</b>	-
PL20/17	Increase green waste subscriptions	-	15	15	20	20	<b>70</b>	-

REF	Description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Savings Total - (£'000)	Capital Investment - (£'000)
PL20/18	Crematorium Lease and Parks Property	20	20	20	20	-	80	-
PL20/20	PL12 (Stage 2) Fuel Savings from Electric Vehicles	-	-	-	25	-	25	-
PL20/21	Reduction of Events team from three to two.	45	-	-	-	-	45	-
PL20/22	Visitors Vouchers Pricing Structure change	198	50	50	50	50	398	-
PL20/25	Pay for Parking - Introduce a minimum 30 minute purchasable sessions, (currently 15 minutes)	250	-	-	-	-	250	-
PL20/26	NSL contract negotiation	-	300	-	-	-	300	-
PL20/27	Back office services efficiencies.	100	-	-	-	-	100	-

REF	Description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Savings Total - (£'000)	Capital Investment - (£'000)
PL20/28	Introduce Sunday charges - Car Park Pricing Structure	27	-	-	-	-	27	-
PL20/29	Introduce Sunday charges - Pay for Parking Pricing Structure	73	-	-	-	-	73	-
PL20/30	Targeted recovery of PCNs issued to persistent evaders. Dedicated resources introduced as part of new operational model and PMIS	80	80	80	80	80	400	-
PL20/31	Concessionary Fares	1,200	600	(1,800)	-	-	-	-
PL20/32	Visitors Vouchers Pricing Structure change -	-	180	-	-	-	180	-
PL20/33	Residents Permits Pricing Structure	-	-	-	200	-	200	-
PL20/34	Change 2 hour restrictions to full day	-	-	-	230	-	230	-

REF	Description	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Savings Total - (£'000)	Capital Investment - (£'000)
PL20/35	Night Time Enforcement	-	-	-	80	-	80	-
PL20/36	Pay for Parking - Introduce a minimum 1 hour purchaseable sessions,	-	-	-	100	-	100	-
PL20/38	Moving Traffic PCN - expansion of moving traffic enforcement such as virtual road closures to support LTN	-	-	100	360	-	460	350
PL20/39	Management and Support structure review	160	-	-	-	-	160	-
	<b>TOTAL - Place</b>	<b>2,361</b>	<b>1,575</b>	<b>(1,380)</b>	<b>1,300</b>	<b>160</b>	<b>4,091</b>	<b>750</b>

**Business Planning / MTFS Options  
2021/22 – 2025/26**

<b>PL20/01</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Selective Licensing Scheme		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Gavin Douglas
<b>Affected Service(s) and AD:</b>	Eubert Malcolm	<b>Contact / Lead:</b>	Gavin Douglas

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

Selective Licensing will mean that any private rented property within a selected area 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.

A licensing scheme fees can only be used for the functions and administration of the scheme itself.

The saving 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.

Combining HMO Licensing and the proposed Selective Licensing systems and processes will allow for increased efficiency and further existing substantive base budget costs have been found that can be offset . If agreed there will be a positive impact on the Council's objectives and outcomes.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	-	100	-	-	-	100

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
Total	70	-	-	-	-	50

#### Financial Implications Outline

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?
- Please describe the nature of one off implementation costs (if applicable)

The additional savings have been identified by the increased efficiency of administration which are offset against officer costs that have contributed to selective licensing programme.

Selective Licensing requires a in-depth project analysis document to be produced which will be used by the MCHLG to assess whether our proposal for selective licensing meets the legal criteria.

The savings will be met from a reduction of core staffing funding gross budget in 2022/23.

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.

#### 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 the scheme is subject to consultation, cabinet approval and Government approval . There should be no inference made by this proposal that a scheme will be delivered and no predetermination of outcomes
---	---

#### Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	09/01/2020	Est. completion date for implementation DD/MM/YY	31/03/2022
Is there an opportunity for implementation before April 2021? 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?

Implementation requires consultation on the proposal which has been approved by Cabinet. Once consultation is complete a business case has to be made to MHCLG for approval and must be agreed by Cabinet. Existing HMO scheme does not have the income for a one off fee and the HMO scheme cost can not be used for Selective Licensing. Success will be measured by; the number of applications received declaring compliance.

**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 the 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 of set against properties.

Landlords might pass on the costs to tenants.

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**

More level playing field for compliant businesses as focus of scheme will be to drive up standards.

**Negative Impacts**

Impact on private sector housing businesses will be more difficult to implement through a recession.

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

The Council will still be in a position to meet its statutory requirements and the remodelling exercise, will see further efficiencies within the service. The service will not be required to inspect all properties but will identify and target higher risk properties for any inspection.

**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
<b>Consultation</b>	H	H	<b>can not be mitigated</b>
MHCLG reject business case	H	M	Strong evidence base requiring transformation monies and
legal challenge from Landlords	H	M	Follow Legal processes and evidence base
Alienate Landlords	M	L	Landlord engagement

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	yes
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	yes

Reviewed by		
<b>Director / AD</b>		[Comments]
[name]	Signature:	
	Date:	
<b>Finance Business Partner</b>		[Comments]
[name]	Signature:	
	Date:	

**Business Planning / MTFS Options  
2021/22 – 2025/26**

<b>PL20/03</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	ASB and Enforcement Service, Remodel of ASB & Waste Enforcement and Waste Services		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Eubert Malcolm
<b>Affected Service(s) and AD:</b>	Eubert Malcolm	<b>Contact / Lead:</b>	Eubert Malcolm

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

In January 2020, a number of changes were made to the then existing management reporting arrangements within E&N to strengthen senior management capacity and realign teams to better meet political priorities. Part of the change included relocating the Waste Services team to Community Safety and Enforcement and recruiting an interim Head of Waste.

Phase 2 seeks to further integrate the teams and redesign the operating model to incorporate successful changes introduced during the Covid-19 crisis and further integrate the roles of the enforcement & waste teams. Of equal importance is the need to review processes and systems to remove duplication and to ensure that every problem has a named owner.

We already know that we need to manage demand more effectively and work smarter. We anticipate at this stage that better use of technology and streamlining our processes will go some way to meet this aim. Ensuring that we manage our customers' expectations early on in the process will lead to a reduction in unnecessary repeat contact. This element of the proposal is very much aligned to the principles of the Digital Together and Community Resilience & Enablement (CoRE) transformation projects.

The remodel of Community Safety, Enforcement and Waste Services will result in a new target operating model for the service.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<b>2021/22</b> £000s	<b>2022/23</b> £000s	<b>2023/24</b> £000s	<b>2024/25</b> £000s	<b>2025/26</b> £000s	<b>Total</b> £000s
<b>New net additional savings</b>	78	100	-	-	-	178

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
Total	-	-	-	-	-	-

#### 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?
- Please describe the nature of one off implementation costs (if applicable)

#### ASB Team Waste Enforcement/ Waste Client

The ASB team currently has an establishment of 3 Enforcement Managers. It is proposed to retain these 3 managers but separate out the waste management function and have a dedicated Waste Enforcement Manager and Waste Enforcement Officers, which will be integrated into the Waste Client Team. The future restructure represents the final stage in moving away from the current Client and Commissioning operating model. The proposal will integrate our waste management functions and make it more efficient and focused. Reviewing roles and responsibilities and the joint management structure will deliver savings and the plan is to manage demand better by effective triaging, improved digital offer together with a more efficient management tier but retaining essential front line posts. The savings proposals are over two years so we have flexibility and time to review the impact of savings in year one to ensure that we are managing demand effectively before implementing year two savings.

#### 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

#### Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/12/2020	Est. completion date for implementation DD/MM/YY	01/05/2021
Is there an opportunity for implementation before April 2021? 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?

Some additional resources may be required to improve the digital offer and proposal in part could be implemented from 1st May 2021.

Consultation to be undertaken in December 2020. Review of Triage system, roles and responsibilities of teams.

New operating system and structure to be implemented from May 2021.

Successful restructure and streamlined system delivery.

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

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

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

**Positive Impacts**

More streamlined management structure.

Triage system will produce a more efficient and effective service delivery

**Negative Impacts**

If triaging systems and digital offer not successfully delivered could result in increasing demands on officers, resulting in delays in responding to members of public.

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**

- Redefine the purpose and priorities of the service.
- How the daily workflow of ASB/Waste issues and long-term projects are prioritised and managed and how resources are geared towards achieving the outcomes of the Borough Plan.
- Reduction in repeat contact from our customers.
- Economies of scale through joining up ASB enforcement and waste teams.
- Explore the use of technology to improve efficiency and outcomes.

**Negative Impacts**

Increasing workloads of teams.  
May have a negative impact on the generic ASB/Enforcement role.

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

This proposal will not effect the Council's ability to continue to meet its statutory responsibilities.

**Risks and Mitigation**

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Workloads of both teams continue to increase.	M	M	Remodelling includes defining priorities and introducing a triage system.

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	No
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	No

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

<b>PL20/09</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Full cost recovery of services		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Eubert Malcolm
<b>Affected Service(s) and AD:</b>	Waste and Street Cleansing/ Eubert Malcolm	<b>Contact / Lead:</b>	Eubert Malcolm

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

The proposal seeks full cost recovery of all waste and street cleansing services provided and purchased from the Council. The saving will be achieved by adopting a commercial approach and generating additional income.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	<b>130</b>	<b>100</b>	<b>70</b>	<b>50</b>	<b>-</b>	<b>350</b>

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

The increased revenue is anticipated by ensuring Council services are provided on a full cost recovery basis. Further, the full cost of providing additional waste infrastructure, or of providing additional collections where requested (over and above core standard services such as weekly collection of recycling and green waste, or fortnightly recycling of residual waste), will also be recovered.

**Delivery Confidence – Stage 1**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	2
---	---

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/03/2025
Is there an opportunity for implementation before April 2021? 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 additional income will be generated by ensuring services procured from the authority are charged at full cost. The income will also be delivered by ensuring that provision for waste and cleansing services, over and above core, standard universal provision, is also charged at full cost.

**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 appropriate recharge will secure the level of resource to continue to deliver the current standards.

**Negative Impacts**

None

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

**Positive Impacts**

None

**Negative Impacts**

There is a risk that businesses and partners go to the market to purchase services instead of the Council as supplier of choice.

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

The proposal does not relate to the Council's provision of statutory services.

**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
Continued Covid uncertainty	H	M	None. There will be a need to accept the risk.
Partners and business could secure equivalent services elsewhere from the market. This will reduce the Council's revenue and increase the core cost of services.	M	M	Ensure the Council has a strong market proposition and that services are benchmarked
Legal challenge to full cost recovery approach.	H	M	Ensure robust legal advice is delivered.

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	Y
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	N

Reviewed by		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

PL20/14
---------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Growth in commercial waste		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Eubert Malcolm
<b>Affected Service(s) and AD:</b>	Waste and Street Cleansing/ Eubert Malcolm	<b>Contact / Lead:</b>	Eubert Malcolm

**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 will the proposal deliver the benefits outlined?

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

This proposal aims for increased revenue from commercial waste services. Income increased will be derived from growth in market penetration and development of a strong market proposition. This will be achieved through robust marketing campaigns to increase Haringey's market share.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>	
<b>New net additional savings</b>	-	-	30	35	35	10	110

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
<b>Total</b>	<b>250</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>450</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?
- Please describe the nature of one off implementation costs (if applicable)

The Council has, since 2011, had a profit share arrangement with Veolia for Commercial Waste.

The current commercial waste market is difficult to predict given the impact of Covid on businesses across the borough. Haringey has a small but significant market share.

#### 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)

2

#### Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/04/25
Is there an opportunity for implementation before April 2021? 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 savings opportunity provides greater waste storage and infrastructure in the borough.

**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 should improve the customer experience for commercial waste customers and provide a clear and strong brand association with the Council. At the centre of the Council's commercial waste proposition will be its local presence.

**Negative Impacts**

none

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

**Positive Impacts**

The proposal will benefit local business in the Council providing a clear, well defined and competitive commercial waste proposition.

**Negative Impacts**

The Commercial Waste sector is a competitive market.

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
Commercial waste market does not grow due to Covid-related recession	H	M	This proposal is dependent upon a strong economy, Council's support for businesses and other external

Is a full EqlA required? Full EqlAs to be undertaken at Stage 2	Y
--	---

Reviewed by		
[name]	Signature:	
	Date:	
[name]	Date:	

**Business Planning / MTFS Options  
2021/22 – 2025/26**

PL20/15
---------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Fleet		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Eubert Malcolm
<b>Affected Service(s) and AD:</b>	Waste and Street Cleansing / Eubert Malcolm	<b>Contact / Lead:</b>	Eubert Malcolm

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

This opportunity will seek to rationalise fleet costs across the authority. This savings option estimates efficiencies that could be derived from strategic fleet management.

Transformation resource required to determine cost savings opportunity

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<b>2021/22</b> £000s	<b>2022/23</b> £000s	<b>2023/24</b> £000s	<b>2024/25</b> £000s	<b>2025/26</b> £000s	<b>Total</b> £000s
<b>New net additional savings</b>	-	-	50	50	-	100

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
Total	-	60	-	-	-	60

#### 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?
- Please describe the nature of one off implementation costs (if applicable)

Current commissioning of the Council's fleet is generally seen as ad-hoc on a service by service basis. A strategic and longer term view of requirements should present opportunities for efficiencies.

There are also potential economies of scale by closer working with Council partners.

#### 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

#### 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 2021? 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 profile of the saving anticipates specialist transformation support to establish the opportunity and define a two-year implementation 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**

The proposal should be neutral from a customer point of view; no impact is anticipated.

**Negative Impacts**

The proposal should be neutral from a customer point of view.

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 proposal will require engagement from client services but ought to result in savings. Stakeholders should expect a more demand responsive and agile management of the Council's fleet, with reduced corporate costs.

**Negative Impacts**

None

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
Insufficient engagement	H	M	Corporate buy in

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	N
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	N

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

PL20/17
---------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Garden Waste Subscription fees		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Eubert Malcolm
<b>Affected Service(s) and AD:</b>	Waste and Street Cleansing/ Eubert Malcolm	<b>Contact / Lead:</b>	Eubert Malcolm

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

The proposed saving is based on increasing take up of the Council's garden waste subscription service by marketing the service with improved communications and reviewing the service's pricing structure, considering a reduction in price.

Due to improved marketing the service has seen a marked increase in subscriptions this year and the service will continue to be supported by an intensive communication campaign in 2021/22 to consolidate growth.

### Financial Benefits Summary

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	-	15	15	20	20	70

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
<b>Total</b>	-	-	-	-	-	-

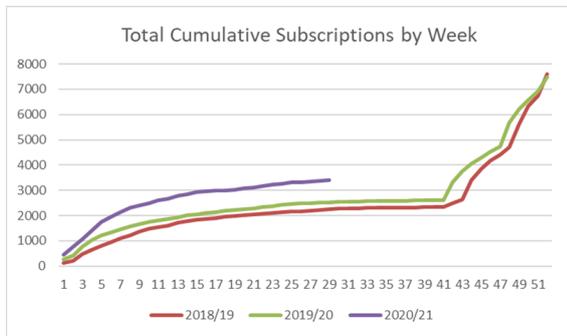
**Financial Implications Outline**

- 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?
- Please describe the nature of one off implementation costs (if applicable)

The graphs below present data of subscriptions by number, and by revenue vs target, from the inception of the green waste subscription service. The effect of lockdown has benefitted the service as residents have chosen to use the service instead of using the RRC.

This proposal represent a less than 10% increase of the base budget over 5 years.

There is a risk to delivery in that current council income targets are not being met.



**Delivery Confidence – Stage 1**

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

**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 2021? 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 subscription fees will be modelled for 2022, set against a baseline of 20/21 fees which remain unaltered from 19/20.

**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**

Increased communications and future pricing strategy is intended to increase the number of subscriptions. In turn this will reduce the amount of green waste disposed of through the residual waste stream. This may reduce the level of green waste fly tipping.

**Negative Impacts**

None anticipated.

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

**Positive Impacts**

None anticipated

**Negative Impacts**

None anticipated

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

Garden waste is a discretionary service for which the Council is legal entitle to charge.

**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 reduced price and increased marketing does not generate the anticipated increase in income.	M	M	Review the marketing campaign and pricing structure.
Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>			Y
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2			Y
<b>Reviewed by</b>			<i>[Comments]</i>
Director / AD		Signature:	
Finance Business Partner		Signature:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

<b>PL20/18</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Crematorium Lease and Parks Property		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Stephen McDonell
<b>Affected Service(s) and AD:</b>	Parks and Leisure	<b>Contact / Lead:</b>	Simon Farrow

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

To increase the income targets for the Enfield Crematorium Lease and to increase the income target for parks property by a total of £20k per annum for the next four years.

The impact of this proposal will be to decrease the opportunity for the Parks Service to reinvest this income to increase the number of gardeners working in the boroughs parks.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	- 20	- 20	- 20	- 20	-	80

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

The crematorium lease savings are based on the contractual inflation arrangements in place as part of the lease with Dignity.

The parks property increase are predicated on rent increases and renewals due during this four year period.

No additional action or investment is required to achieve these savings.

#### 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)	5
---	---

#### Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	01/04/2021
Is there an opportunity for implementation before April 2021? 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 proposal will be achieved in the normal BAU process of the Parks Team and Strategic Property.

**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 protects the existing staffing levels in the parks service by offering up additional income.

**Negative Impacts**

This proposal reduces the opportunity for the parks service to increase the staffing levels in the parks service which would support the borough plan and cabinet resolutions to increase parks staffing levels where funding allows.

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 proposal means current service standards in parks and greenspaces will not be reduce below current levels.

**Negative Impacts**

Opportunities to improve service standards will be curtailed.

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

The Parks Service is non statutory. However the service already returns a surplus on its controllable expenditure and this would increase the surplus available to the council to meet its 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
Business fail and therefore rents are not received.	L	M	Multiple business so single failures are less impactful, however the probability of this has increased due to Covid Lockdown. Business would be relet to impact short term.

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	NO
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	NO

Reviewed by		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFS Options  
2021/22 – 2025/26**

<b>PL20/20</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Fuel Savings from Electric Vehicles		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Stephen McDonell
<b>Affected Service(s) and AD:</b>	Parks and Leisure	<b>Contact / Lead:</b>	Simon Farrow

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

Introduction of electric vehicles to the Parks Fleet. The new diesel vehicles will still deliver at least a 30% saving in carbon emissions compared to the current 12 year old fleet. Reserarch into the available vehciles in the market concluded that at this time suitable equivalent vehciles are not available at this time, but planned for 24/25.  
The switch from fuel to electric will save on fuel costs.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<b>2021/22</b> £000s	<b>2022/23</b> £000s	<b>2023/24</b> £000s	<b>2024/25</b> £000s	<b>2025/26</b> £000s	<b>Total</b> £000s
<b>New net additional savings</b>	25	-	-	-	25	-

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
Total	-	-	-	-	-	-

**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?
- Please describe the nature of one off implementation costs (if applicable)

The saving was previously agreed but is now rescheduled.

**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

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	31/03/2025
Is there an opportunity for implementation before April 2021? 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 saving will arise from the purchase / lease of new electric fleet in 2024/25.

**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**

Reduction in carbon emissions and other pollutants. Good quality vehicles for staff to undertake their work.

**Negative Impacts**

Significantly higher capital cost (double) than their diesel equivalent vehicle.

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

**Positive Impacts**

Positive image of the council as it moves towards its carbon neutral target.

**Negative Impacts**

None anticipated

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

The Parks Service is non statutory. However the service already returns a surplus on its controllable expenditure and this would increase the surplus available to the council to meet its 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
Capital cost of vehicles is more than the budget available.	H	m	Delaying the move to Electric will allow the market to mature. With more completion in the market it is hoped this will reduce the cost of change to electric.

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	NO
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	NO

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

PL20/21
---------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Review of Events team		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Stephen McDonnell
<b>Affected Service(s) and AD:</b>	Parks and Leisure	<b>Contact / Lead:</b>	Simon Farrow

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

With the changing events market as a result of Covid it is prudent for the council to be more circumspect about the potential to raise income from events. Consequently the council needs to consider if it can achieve the same or similar outcomes whilst spending less money to generate its income.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	- 45	-	-	-	-	- 45

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
<b>Total</b>	-	-	-	-	-	-

<p><b>Financial Implications Outline</b></p> <ul style="list-style-type: none"> <li>•How have the savings above been determined? Please provide a brief breakdown of the factors considered.</li> <li>•Is any additional investment required in order to deliver the proposal?</li> <li>•If relevant, how will additional income be generated and how has the amounts been determined?</li> <li>•Please describe the nature of one off implementation costs (if applicable)</li> </ul>
Reduced Budget

**Delivery Confidence – Stage 1**

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

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	31/03/2021
Is there an opportunity for implementation before April 2021? 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 reduction will be achieved through the Parks and Leisure restructure due to be completed by March 2021.

**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**

Customers will be able to self serve more e.g. automated grant application and claims process.

**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**

The key impact is on the Events team, however it is anticipated that partners and stakeholders will not receive a worse service as part of this proposal. Some elements of the service will be improved.

**Negative Impacts**

Some existing relationships with the current team may be lost and new relationships built.

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

The Parks Service is non statutory. However the service already returns a surplus on its controllable expenditure and this would increase the surplus available to the council to meet its 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
Online systems do not function as intended to relive demand on the team for manual processing.	M	L	Good system design and user testing prior to going live.
Community demand for support outstrips supply.	M	L	Prior investment in upskilling partners and stakeholders has helped to improve knowledge and capability and this approach will continue.

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	NO
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	NO

Reviewed by		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

## Business Planning / MTFS Options 2021/22 – 2025/26

PL20/22
---------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into

<b>Title of Option:</b>	Visitors Parking Permits - future charging structure.		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

### Description of Option:

This proposes to increase visitors parking permits by 6% annually. The savings represents a compound charge increase over 5 years. Those proposals supports air quality and climate change policies, encouraging a move to more sustainable forms of transport.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	- 198	- 50	- 50	- 50	- 50	- 398

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

Those calculations are based on an average of 6% per annum of visitors vouchers income over a 5 year period. However if modal change is achieved the actuals may differ.

**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 = Confident
---	---------------

**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 2021? Y/N ; any constraints?	No: This will be subject to statutory notification.		

**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 statutory notification prior to implementation.

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
Effective communication to reiterate contribution towards transport strategy and air quality objectives
<b>Negative Impacts</b>
Residents may not welcome a charge increase (each year for 5 years) that is above inflation.

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**

Little or no impact on non residents.

**Negative Impacts**

Residents dissatisfaction / challenge

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

This does not impact on our ability 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
------	----------------	---------------------	------------

Councillors and Residents Support	M	M	Effective communication and links to the delivery of transport strategy and air quality objectives.
Price increase 6% is significantly higher than inflation. 6% Increase each year for 5 years may be challenged and subject to judicial review	H	H	Effective communication and links to the delivery of transport strategy and air quality objectives.

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

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

## Business Planning / MTFs Options 2021/22 – 2025/26

<b>PL20/25</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller,

<b>Title of Option:</b>	Pay for Parking - Introduce a minimum 30 minute purchasable sessions for on-street parking , (currently 15 minutes)		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

### Description of Option:

On-street parking - Introduce a minimum 30 minute purchasable session for on-street parking, (currently 15 minutes). This will support town centres and also help manage current arrangements , ensuring that parking spaces are made available for shoppers/ visitors.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	- 250	-	-	-	-	- 250

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

Those assumptions are based on the volume of current minimum usage purchases. This represents an 8% increase in annual income levels. If overall usage of the parking facilities change, the actual increase may change.

**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 = Confident
---	---------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	Est. completion date for implementation
Is there an opportunity for implementation before April 2021? 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?

Adhere to Haringey policy on changing Parking Income Fees and Charges

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
Effective communication to reiterate contribution towards transport strategy and air quality objectives. Extended minimum stay will encourage customers to visit more shops within the extended timescale to support local businesses.
<b>Negative Impacts</b>
Some visitors may wish to park for a shorter period.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or
<b>Positive Impacts</b>
Effective communication to reiterate contribution towards Town Centre viability. Extended minimum stay will encourage customers to visit more shops within the extended timescale to support local businesses.
<b>Negative Impacts</b>
Some motorists may be opposed to proposals.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
Councillor and Stakeholders support	M	M	effective communication and links to town centre viability, and transport strategy objectives.
Motorists dissatisfaction / challenge	H	H	effective communication and links to town centre viability, and transport strategy objectives.

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

<b>Reviewed by</b>	
<b>Director / AD</b>	<i>[Comments]</i>
<i>[name]</i>	Signature: _____
	Date: _____
<b>Finance Business Partner</b>	<i>[Comments]</i>
<i>[name]</i>	Signature: _____
	Date: _____

## Business Planning / MTFS Options 2021/22 – 2025/26

<b>PL20/26</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Changes to the Nuisance Vehicle Contract		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

<b>Description of Option:</b>
This will involve a reduced targeted operation ensuring that requirements for major events are met and that the road network is maintained to a high standard. It is also predicated on the acquisition of a new pound site, which will allow a move to a new operating model on contract expiry. This will involve fewer trucks deployed on a daily basis and the operation limited to major obstructions and those who evade paying their parking fines.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	-	- 300	-	-	-	- 300

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

Those savings will be achieved through lower operating costs and the new approach will also help deliver other MTFS savings associated with improving the collection of parking debt.

**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 = Confident
---	---------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No:- Negotiations required		

**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?

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
This more targeted approach to dealing with Nuisance vehicles will improve the management of the road network.
<b>Negative Impacts</b>
There will be little negative impact on customers

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated
<b>Positive Impacts</b>
There will be little impact.
<b>Negative Impacts</b>
There will be little impact.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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 current negotiations will fail to deliver expected savings.	M	M	Discussions currently underway.
That we fail to secure the new car pound.	M	M	Procurement and legal advising on arrangements.

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

Reviewed by		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

## Business Planning / MTFS Options 2021/22 – 2025/26

<b>PL20/27</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Back Office Efficiencies		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

### Description of Option:

This reunifies the parking + concessionary travel back office services, in the new financial year post implementation of the new PMIS system. This IT system will enhance the self serve options, which will greatly reduce demand on the back office service area. The residual requirements will fit better with the parking notice processing team, allowing a holistic overview of parking back office services, improving the collection of income and reducing opportunity for fraud.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	- 100	-	-	-	-	- 100

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

This will save the current unbudgeted annual recharge of £100k.

**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)	2 = Confident
---	---------------

**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 2021? 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?

Calculations and assumptions to be 'worked up'

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
An efficient service.
<b>Negative Impacts</b>
None

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or
<b>Positive Impacts</b>
An efficient service.
<b>Negative Impacts</b>
None

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This should not impact on our ability 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
------	-------------------	------------------------	------------

This is based on the assumption that resourcing levels remains appropriate post PMIS go live.	H	H	That parking services co-design the operating model post PMIS go live.

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

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

## Business Planning / MTFS Options 2021/22 – 2025/26

<b>PL20/28</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller,

<b>Title of Option:</b>	Introduce Sunday charges in Car Parks		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

Description of Option:
Introduce Sunday charges in car parks.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	- 27	-	-	-	-	- 27

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

Those assumptions are based on current average daily usage of those car parks.

### 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 = Confident
---	---------------

## Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? 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?

This will require statutory consultation to be concluded prior to go live.

## Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
This will regulate parking and improve availability of parking spaces. This proposal also supports the delivery of our transport and air quality action plan objectives.
<b>Negative Impacts</b>
Motorist may resist charges.

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>
Effective communication to reiterate contribution towards transport strategy and air quality objectives
<b>Negative Impacts</b>
Businesses may oppose the introduction of charges.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This will support the delivery of 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
Businesses and motorists may not welcome the introduction of charges.	H	H	effective communication and links to transport strategy and air quality targets

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

**Reviewed by**

<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options**  
**2021/22 – 2025/26**

PL20/29
---------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	<b>Introduce Sunday charges in stop and shop parking facilities.</b>		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

Description of Option:

**Introduce Sunday charges in Stop and Shop parking facilities in our main town centres.**

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures 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>	- 73	-	-	-	-	- 73

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total</b>	10	-	-	-	-	10

### 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?
- Please describe the nature of one off implementation costs (if applicable)

Those estimates are based on average daily take up of parking in those Town Centres. The actual income may differ as take up has yet to be determined.

## 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 = Confident
---	---------------

## Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? 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?

This proposal will be subject to statutory consultation prior to implementation.

## Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
This will regulate parking and improve availability of spaces in those town centres. It will also support the delivery of our transport and air quality objectives.
<b>Negative Impacts</b>
Businesses and Motorists may resist charges.

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>
Effective communication to reiterate contribution towards transport strategy and air quality objectives
<b>Negative Impacts</b>
Businesses and Motorists may resist charges.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
------	-------------------	------------------------	------------

Councillor and Stakeholders support	L	L	effective communication and links to transport strategy and air quality targets
Businesses and motorists may challenge change	H	H	effective communication and links to transport strategy and air quality targets

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

<b>Reviewed by</b>		
<b>Director / AD</b>	<i>[Comments]</i>	
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>	<i>[Comments]</i>	
<i>[name]</i>	Signature:	
	Date:	

## Business Planning / MTFs Options 2021/22 – 2025/26

<b>PL20/30</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller,

<b>Title of Option:</b>	Targeted recovery of PCNs issued to persistent evaders		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

### Description of Option:

Targeted recovery of PCNs issued to motorists who evade paying their parking fines. This represents 2% increase in recovery over the 5 year period. .

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	80	80	80	80	80	400

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

Persistent evaders are those who accumulate high numbers of PCNs but continue to evade payment. Increased resources are being introduced as part of new operating model and the new PMIS. This proposal must also be considered in conjunction with other MTFs proposals to increase parking recovery. Those measures accumulatively increase the parking recovery rate to 68%.

**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 = Confident
---	---------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? 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?

This will be linked to the new operating model, new PMIS and new Nuisance Vehicle Operation.

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
This will improve management of the road network - reducing the number of persistent evaders.
<b>Negative Impacts</b>
None

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed?
<b>Positive Impacts</b>
This will improve management of the road network - reducing the number of persistent evaders,
<b>Negative Impacts</b>
None

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
This will rely on adequate resources	H	L	Resources being increased to support operation.

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

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options**  
**2021/22 – 2025/26**

<b>PL20/31</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller,

<b>Title of Option:</b>	Freedom Passes - Percept reduction estimated as result of reduced trips following impact of COVID-19 social distancing measures. (ONE OFF BENEFIT OVER TWO YEAR PERIOD)		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking Eubert Malcolm	<b>Contact / Lead:</b>	Ann Cunningham

<b>Description of Option:</b>
Freedom Passes - Percept reduction estimated as result of reduced trips following impact of COVID-19 measures. 21/22 Freedom Passes calculations based on previous 2 year actuals. Next year calculations will incorporate reduced service as a result of social distancing measures. 'ONE OFF' BENEFIT OVER TWO YEAR PERIOD.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures 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>	1,200	600	- 1,800	-	-	-

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total</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?
- Please describe the nature of one off implementation costs (if applicable)

Estimates are based on best estimates received from London Councils (June TEC report) . Best Estimates 'lower' estimates taken. Actual calculations may be subject to change and is influenced by the future social distancing measures. The service will keep abreast of new developments and updates.

**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 = Confident
---	---------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? 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?

Actual calculations subject to change dependant on future social distancing measures and behaviours.

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
<b>Negative Impacts</b>

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed?
<b>Positive Impacts</b>
<b>Negative Impacts</b>

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

**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>	NO
Is a full EqIA required?	NO

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

**PL20/32**

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	<b>Surcharge on diesel fuelled vehicles using stop and shop parking</b>		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s)</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

**Description of Option:**

This proposes a 25% surcharge on all diesel fuelled vehicles using stop and shop facilities. This will support the delivery of transport strategy and air quality action plan objectives.

**Financial Benefits Summary**

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures 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>		- 180				- 180

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total</b>	10	-	-	-	-	10

**Financial Implications Outline**

Current data suggests that 32% of vehicles using stop and shop parking bays are diesel fuelled. The savings are calculated based on current income levels and assume a petrol/diesel split of 67/33. This equates to gross savings £250k.

There is an ongoing annual 'look-up' transactional charge associated to this proposal, a net saving position of £180k

However, the pending ULEZ implementation and further modal change the actuals may differ.

**Delivery Confidence – Stage 1**

At this stage, how confident are you that this	3 = Confident
--	---------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation	No:		

<b>Implementation Details</b>
This will require statutory consultation prior to implementation.

### Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
This will improve air quality across the borough.
<b>Negative Impacts</b>
Motorists may not welcome this charge.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or
<b>Positive Impacts</b>
This will improve air quality across the borough.
<b>Negative Impacts</b>
Businesses may not welcome this charge.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
Councillors and Residents Support	M	M	Effective communication and links to the delivery of transport strategy and air quality objectives.
Stop and shop income has been quite volatile in recent years. The introduction of this surcharge could be detrimental to take up of the facilities.	H	H	Effective communication and links to the delivery of transport strategy and air quality objectives.
PL20/25 proposals may also impact on take up levels, which would also impact on this proposal.	M	M	Effective communication and links to the delivery of transport strategy and air quality objectives.
The town centre offer will impact on stop and shop demand.	H	H	reliant on national and local incentives.

Has the EqlA Screening Tool been completed for this proposal? <a href="#">EqlA Screening Tool</a>	NO
Is a full EqlA required?	YES

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

## Business Planning / MTFS Options 2021/22 – 2025/26

<b>PL20/33</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller,

<b>Title of Option:</b>	<b>Residents Permits - Pricing Structure</b>		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

<b>Description of Option:</b>
<b>Residents Permits Pricing Structure above inflation Increase for higher polluting vehicles to support the climate change policy</b>

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>		-		- 200		- 200

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</b>	-	-	10	-	-	10

#### 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?
- Please describe the nature of one off implementation costs (if applicable)

Calculation based on an increase of £30 per annum on higher polluting vehicles. Based on current data there are at present approximately 7000 residential and business permits issued to higher polluting vehicles. The actuals may differ as people change cars and change behaviours.

**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 = Confident
---	---------------

**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 2021? Y/N ; any constraints?	No: Cabinet required to Approve Fees and Charges report.

**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 be subject to statutory consultation prior to implementation. Dates are yet to be agreed.

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
Effective communication on contribution to delivery of transport strategy and air quality objectives
<b>Negative Impacts</b>
Residents may not welcome Price increase.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or
<b>Positive Impacts</b>
Effective communication on contribution to delivery of transport strategy and air quality objectives
<b>Negative Impacts</b>
Business permit holders may not welcome the increase.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
Residents and business dissatisfaction with proposals.	H	H	Effective communication and links to transport strategy and air quality objectives.
Parking permit charges are now quite high	h		

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

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFS Options  
2021/22 – 2025/26**

**PL20/34**

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller,

<b>Title of Option:</b>	CPZ - extension of controlled parking zone operational hours.		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

Description of Option:

**The operational hours of two hour CPZs being extended to all day.  
£40k one off revenue investment - change to signage + Statutory consultation.**

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures shown on an incremental basis</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>		-		230	-	230

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total</b>	-	-	40	-	-	40

#### 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?
- Please describe the nature of one off implementation costs (if applicable)

CPZ - 2 hour enforcement to be increased to full day enforcement. Those assumptions are based on the fact that conditions in CPZ with reduced operational hours may change requiring a review of operational hours to ensure that residents have sufficient protections. In line with our policy position any changes to CPZ operational hours will only be implemented if supported by the community.

£40k one - off revenue investment required in first year - signage and TMOs

**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)	2= Confident
---	--------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No: This is subject to community support and that support is not sufficient at present.		

<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>
This will be subject to statutory consultation.

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<p><b>Positive Impacts</b></p>
This will improve conditions in residential streets.
<p><b>Negative Impacts</b></p>
Residents may not support extended hours

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or
<p><b>Positive Impacts</b></p>
This will improve road conditions for all stakeholders - less congested streets.
<p><b>Negative Impacts</b></p>
businesses may not favour extended controls.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
------	-------------------	------------------------	------------

<p>The extension of those controls is subject to community support. At present while there is a need to extend controls in some of those CPZs there is not yet sufficient support. It is expected that support will increase, but other car reduction / air quality initiatives such as ULEZ may reduce the numbers of vehicles owned by residents reducing congestion.</p>	<p>H</p>	<p>H</p>	<p>Effective communication and links to transport strategy and air quality targets</p>

<p>Has the EqlA Screening Tool been completed for this proposal? <a href="#">EqlA Screening Tool</a></p>	<p>NO</p>
<p>Is a full EqlA required?</p>	<p>NO</p>

<p><b>Reviewed by</b></p>		
<p><b>Director / AD</b></p>	<p>[Comments]</p>	
<p>[name]</p>	<p>Signature:</p>	
	<p>Date:</p>	
<p><b>Finance Business Partner</b></p>		
<p>[name]</p>	<p>[Comments]</p>	
	<p>Signature:</p>	
	<p>Date:</p>	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

<b>PL20/35</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into

<b>Title of Option:</b>	<b>Night Time Parking Enforcement</b>		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

**Description of Option:**

Parking enforcement operational hours extended to night time to deal with parking pressures arising from growing night time economy and the need to manage parking in many town centres. This night time enforcement will be introduced in 2021/22 into the early hours of the morning. This will be extended to 24 hours - by 24/25 will produce a small surplus.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures 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>	-	-	-	80	-	80

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total</b>	5	10	10	10	-	35

**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?
- Please describe the nature of one off implementation costs (if applicable)

Invest to save

Gross saving -£780k

Ongoing Revenue investment (staffing) £700k

Net Savings -£80k

Assumptions are based on some data gathered, prior to Covid 19 crisis. The actuals may differ depending on National and Local policies.

**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 = Confident

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	Est. completion date for implementation
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No: Cabinet required to Approve Fees and Charges report.

**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?

Adhere to Haringey policy on changing Parking Income Fees and Charges

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

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

**Positive Impacts**

Effective communication to reiterate contribution towards transport strategy and air quality objectives.

**Negative Impacts**

Residents, motorists and businesses may not support night-time enforcement

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated

**Positive Impacts**

Effective communication to reiterate contribution towards transport strategy and air quality objectives.

**Negative Impacts**

Residents, motorists and businesses may not support night-time enforcement

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

This does not impact on our ability 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
Policy and Stakeholders support	M	M	effective communication and links to transport strategy and air quality targets
Residents, motorists and business dissatisfaction / challenge	H	H	Effective communication and links to transport strategy and air quality objectives.

Has the EqIA Screening Tool been completed for this proposal?

[EqIA Screening Tool](#)

NO

Is a full EqIA required?

YES

**Reviewed by**

Director / AD

[Comments]

[name]

Signature:

Date:

Finance Business Partner

[Comments]

[name]

Signature:

Date:

**Business Planning / MTFS Options  
2021/22 – 2025/26**

<b>PL20/36</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into

<b>Title of Option:</b>	1 hour minimum length of stay in stop and shop parking bays in main town centres.		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

Description of Option:

Increase the minimum length of stay to 1 hour in stop and shop parking in main town centres. Turnover of parking spaces is essential to support town centres. It is also essential that those parking spaces are made available to shoppers / visitors. Current arrangements involve an average of 1 hour parking time by the majority of motorists. This move will formalise this arrangement by managing parking in a clear and concise manner. It will reduce the propensity for all day parking by commuters, paying for current minimum parking sessions during CEO patrols. This will require 10k one-off Capital investment for change of signage +TMO's.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures shown on an incremental basis</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>		-	-	- 100	-	- 100

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total</b>	-	-	10	-	-	10

**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?
- Please describe the nature of one off implementation costs (if applicable)

Those are estimates based on parking data available at present.

**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 = Confident

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	Est. completion date for implementation
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No: This is an incremental change in how we manage our parking in main town centres.

**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 be implemented through the statutory consultation process and will require software and signage

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
Effective communication on benefits to town centres parking space management.
<b>Negative Impacts</b>
Motorists may oppose change

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated
<b>Positive Impacts</b>
Effective communication on town centre parking space management.
<b>Negative Impacts</b>
This may be resisted by many businesses.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
Motorists dissatisfaction	H	H	Effective communication and links to transport strategy and air quality objectives and town centre viability.

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

Reviewed by		
<b>Director / AD</b>	<i>[Comments]</i>	
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>	<i>[Comments]</i>	
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFS Options  
2021/22 – 2025/26**

**PL20/38**

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into

<b>Title of Option:</b>	Increased Moving Traffic enforcement		
<b>Priority:</b>	Place	<b>Responsible Officer:</b>	Ann Cunningham
<b>Affected Service(s) and AD:</b>	Highways and Parking	<b>Contact / Lead:</b>	Ann Cunningham

**Description of Option:**

Extended enforcement of road closures implemented through Low Traffic Neighbourhoods (LTN's). The adoption of the Walking and Cycling Action Plan will result in the implementation of LTN's across the borough. This will involve road closures that will be enforced by CCTV cameras.

**Financial Benefits Summary**

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
<i>All figures shown on an incremental basis</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>		-	-	100	- 360	- 460

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total</b>	-	75	275	-	-	350

**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?
- Please describe the nature of one off implementation costs (if applicable)

Those savings are based on the assumption that at least 14 road closures will need to be managed by CCTV enforcement. The actual number of locations may differ as schemes are designed and implemented. The financial assumptions take account of the fact that those closures are likely to relate to quieter local roads.

**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 = Confident
---	---------------

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation	
Is there an opportunity for implementation before April 2021? 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?

Implementation will be linked to LTN design and implementation.

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

What is the likely impact on customers and how will negative impacts be mitigated or managed?
<b>Positive Impacts</b>
This will improve the public realm, reduce congestion and support walking and cycling.
<b>Negative Impacts</b>
Those measures will not be welcomed by many residents.

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>
Improved public realm, reduced congestion.
<b>Negative Impacts</b>
Those measures will not be welcomed by many stakeholders.

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
This does not impact on our ability 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
------	-------------------	------------------------	------------

This is linked to the roll out of LTN's. The Walking and Cycling action plan is yet to be adopted and this proposal is based on an assumption that this action plan will be adopted by the Council and LTN's subsequently designed and implemented.	H	H	Transport planning colleagues ensuring adequate communication with all decision makers.

Has the EqlA Screening Tool been completed for this proposal? <a href="#">EqlA Screening Tool</a>	NO
Is a full EqlA required?	YES

<b>Reviewed by</b>		
<b>Director / AD</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>		<i>[Comments]</i>
<i>[name]</i>	Signature:	
	Date:	

**Business Planning / MTFs Options  
2021/22 – 2025/26**

<b>PL20/39</b>
----------------

Please fill this pro forma out fully. It is important that options brought forward from Stage 1 are worked up into fuller, more robust proposals that are fit for progression to the formal decision-making process.

<b>Title of Option:</b>	Remodel of Management and Support		
<b>Priority:</b>	PLACE	<b>Responsible Officer:</b>	Stephen McDonnell
<b>Affected Service(s) and AD:</b>	Management and Support	<b>Contact / Lead:</b>	Stephen McDonnell

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

Review of roles and responsibilities of Management & Support.

### Financial Benefits Summary

Please provide indicative financial benefits information, including any initial investment costs below. Where figures are speculative and require further detailed work to refine these, please indicate this in the text box below.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<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>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	- 160	-	-	-	-	- 160

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
<b>Total</b>	-	-	-	-	-	-

<p><b>Financial Implications Outline</b></p> <ul style="list-style-type: none"> <li>•How have the savings above been determined? Please provide a brief breakdown of the factors considered.</li> <li>•Is any additional investment required in order to deliver the proposal?</li> <li>•If relevant, how will additional income be generated and how has the amounts been determined?</li> <li>•Please describe the nature of one off implementation costs (if applicable)</li> </ul>
<p>Review of roles and responsibilities of Management &amp; Support.</p>

**Delivery Confidence – Stage 1**

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

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	ongoing
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	N		

<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>Review of roles and responsibilities of teams                  New operating structure to be implemented by April 2021.                  No additional Resources - to be contained within current operations capacity.                  Successful restructure and streamlined service delivery.</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>More efficient and effective service delivery</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**

None anticipated

**Negative Impacts**

None anticipated

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

Has the EqIA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. <a href="#">EqIA Screening Tool</a>	N
Is a full EqIA required? Full EqIAs to be undertaken at Stage 2	

Reviewed by		
<b>Director / AD</b>	<i>[Comments]</i>	
<i>[name]</i>	Signature:	
	Date:	
<b>Finance Business Partner</b>	<i>[Comments]</i>	
<i>[name]</i>	Signature:	
	Date:	

This page is intentionally left blank

# MTFS Savings Tracker (2020/21 - 2024/25)

## Priority: Place

MTFS Savings Ref	Cabinet Decision Date	Saving proposal	Description	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Total £'000
<b>Place</b>									
PL4	12-Feb-19	Increase in Moving Traffic Enforcement	The parking and traffic enforcement service enforces moving traffic contraventions at a number of locations. Moving traffic enforcement is undertaken by CCTV camera. Capital investment £40k - Infrastructure measures	40	0	0	0	0	40
PL7	12-Feb-19	Litter Enforcement	The proposal is to consider the option for an in-house service provision based on a pilot with an external contractor, Kingdom, from November 2016 to September 2017. An in-house litter enforcement provision would enable the Council to retain 100% of all Fixed Penalty Notice (FPN) income received.	100	0	0	0	0	100
PL8	12-Feb-19	Soft FM Efficiency	Re-commissioning of soft FM services and services delivered through Amey contract (e.g. efficiencies in postage & franking, front of house, security).	25	50	0	0	0	75
PL9	12-Feb-19	Leisure centre concessions	Reduce the number of people eligible for concessionary rates at Fusion Leisure Centres.	0	50	70	70	0	190
PL12	12-Feb-19	Waste Service Programme	Review of all waste and street cleansing services to identify potential savings	500	0	0	0	0	500
PL13	12-Feb-19	Parking Transformation Programme	Parking Transformation Programme to deliver significant improvements to this service over the coming three years. Includes a CPZ rollout programme taking the borough to 100% coverage, and extending parking permit charging models to tackle emissions from Diesel vehicles	500	500	0	0	0	1,000

MTFS Savings Ref	Cabinet Decision Date	Saving proposal	Description	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Total £'000
20/25-PL01	11-Feb-20	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.	0	0	239	0	0	239
20/25-PL02	11-Feb-20	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	0	0	0	0	210
20/25-PL03	11-Feb-20	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	0	0	642
20/25-PL04	11-Feb-20	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	0	0	0	100

MTFS Savings Ref	Cabinet Decision Date	Saving proposal	Description	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Total £'000
20/25-PL05	11-Feb-20	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	0	0	0	0	25
20/25-PL06	11-Feb-20	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).	0	50	0	0	0	50
20/25-PL07	11-Feb-20	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.	0	150	150	0	0	300
20/25-PL08	11-Feb-20	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	0	0	0	0	150

MTFS Savings Ref	Cabinet Decision Date	Saving proposal	Description	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Total £'000
20/25-PL09	11-Feb-20	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.	0	77	0	0	0	77
20/25-PL10	11-Feb-20	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	0	0	0	0	20
20/25-PL11	11-Feb-20	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.	0	20	0	0	0	20
20/25-PL12	11-Feb-20	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.	0	25	0	0	0	25
20/25-PL13	11-Feb-20	EV Charging	Lamp Column, Standard and Rapid - will increase this year. Income is based on medium or high uptake of EV charging. 38 CP' have 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	0	0	0	0	100

MTFS Savings Ref	Cabinet Decision Date	Saving proposal	Description	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Total £'000
20/25-YC05	11-Feb-20	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	0	100	0	0	295
20/25-YC09	11-Feb-20	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 unoccupied)	6	6	3	0	0	15
20/25-PL14	11-Feb-20	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	0	0	2,500
<b>Total: Place</b>				<b>3,368</b>	<b>2,073</b>	<b>1,162</b>	<b>70</b>	<b>0</b>	<b>6,673</b>

This page is intentionally left blank

**Environment and Community Safety Scrutiny Panel - Work Plan 2020-22**

<p>▪ <b>Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p>		
Project	Comments	Priority
<p>Single Use Plastics Policy / Reducing the amount of plastic</p>	<p>Examining the Council’s Single Use Plastics Policy as well as recycling performance around plastic waste and seeing what more could be done to reduce the use of plastics. What could the Council do to lead by example in this area?</p> <ul style="list-style-type: none"> <li>• Examine the Council’s Single Use Plastics Policy (Cabinet in June) and what other boroughs are doing around this issue.</li> <li>• Examine the Council’s current position in relation to plastic waste; the Panel will look at the Council’s current recycling policy in relation to different types of plastic.</li> <li>• Examine how the Council could reduce plastic waste and increase its recycling performance, looking at innovative ideas from across the sector.</li> <li>• What could be done by the Council to lead by example and also to assist schools in reducing the amount of plastic waste? Is there scope for the Council to develop a plastic free pledge for schools to sign up to?</li> </ul>	

Date of meeting	Potential Items
3 <sup>rd</sup> September 2020	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Covid-19 Recovery update</li> <li>• Update on Youth at Risk Strategy</li> <li>• Gangs, Knife Crime &amp; Hotspot locations. (MOPAC Performance update?).                             <ul style="list-style-type: none"> <li>▪ Transport hubs as hotspot locations for crime, especially Finsbury Park, Turnpike Lane, Seven Sisters and surrounding areas, particularly drug-dealing, knife crime.</li> <li>▪ Update on the Ducketts Common stakeholder Strategic Group</li> </ul> </li> <li>• Work Programme: To agree items for the work plan for the Panel for this year.</li> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>
3 <sup>rd</sup> November 2020	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Climate Change and Sustainability</li> <li>• Improving Air Quality &amp; reducing pollution</li> <li>• Street Trees &amp; Update on Queens Wood</li> <li>• Update on Single Use Plastics Policy</li> </ul>

	<ul style="list-style-type: none"> <li>• Recycling Rate</li> <li>• Update on Parks and Green Spaces Strategy</li> <li>• Parks Performance</li> <li>• Membership and Terms of Reference</li> <li>• Appointment of non-voting co-optee</li> <li>• Work Plan</li> </ul>
<p><b>Budget Scrutiny</b></p> <p>10<sup>th</sup> December 2020</p>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Police Priorities in Haringey &amp; Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership.</li> <li>• Update on Haringey &amp; Enfield BCU integration.</li> <li>• Additional Police numbers in Haringey</li> <li>• Cabinet Member Questions: Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>
<p>4<sup>th</sup> March 2021</p>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Neighbourhoods: To question the Cabinet Member for Neighbourhoods on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> </ul>

	<ul style="list-style-type: none"> <li>• Update on Fly Tipping Strategy</li> <li>• Overview of Traffic Management including enforcement of 20mph speed limit (Improving traffic flow, Reduction in HGVs and preventing rat running)</li> <li>• Planned and Reactive Highways maintenance Performance</li> <li>• Work Plan update</li> </ul>
--	---

**2021-2021**

<p>Meeting 1</p>	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Work Programme</li> <li>• Cabinet Member Q&amp;A – Cabinet Member Questions; Cabinet Member for Corporate and Civic Services</li> <li>• Strategic Transport update:             <ul style="list-style-type: none"> <li>▪ TfL funding (post Covid)</li> <li>▪ Smarter/Active Travel (improve walking and cycling infrastructure, including cycle paths).</li> <li>▪ Reducing Congestion (Better west to east transport links, Rat-running and unauthorised HGV use).</li> </ul> </li> <li>• Liveable Neighbourhoods</li> </ul>
------------------	--

Appendix A

Meeting 2	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Cabinet Member Questions; Climate Change and Sustainability</li> </ul>
Meeting 3	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> <li>• Police Priorities in Haringey &amp; Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership.</li> </ul>
Meeting 4 (Budget Scrutiny)	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Q&amp;A – Cabinet Member Questions; Cabinet Member for Corporate and Civic Services.</li> </ul>
Meeting 5	<ul style="list-style-type: none"> <li>• Update on CPZ coverage, Visitor permits and use of permits by staff</li> <li>• Cabinet Member Questions; Cabinet Member for Neighbourhoods.</li> </ul>

This page is intentionally left blank