

OVERVIEW AND SCRUTINY BRIEFING

Thursday, 13th January, 2022, 7.00 pm – MS Teams

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Members: Councillors Khaled Moyeed (Chair), Pippa Connor (Vice-Chair), Dana Carlin, Makbule Gunes and Matt White

Co-optees/Non Voting Members: Yvonne Denny (Co-opted Member - Church Representative (CofE)), Lourdes Keever (Co-opted Member - Church Representative (Catholic)), KanuPriya (Parent Governor representative) and Jakhu (Parent Governor representative)

Quorum: 3

1. FILMING AT MEETINGS

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2. APOLOGIES FOR ABSENCE

3. 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 at item 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

6. SCRUTINY OF THE 2022/23 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2022/23-2026/27) - YOUR COUNCIL (PAGES 1 - 68)

Philip Slawther, Principal Committee Co-ordinator
Tel – 020 8489 2957
Fax – 020 8881 5218
Email: philip.slawther2@haringey.gov.uk

Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 05 January 2022

- Report for:** Budget Scrutiny Panels
- Housing and Regeneration Scrutiny Panel, 9th December 2021
 - Environment and Community Safety Scrutiny Panel, 14th December 2021
 - Adults and Health Scrutiny Panel, 16th December 2021
 - Children and Young People Scrutiny Panel, 4th January 2022
 - Overview and Scrutiny Committee, 13th January 2022
 - Overview and Scrutiny Committee, 20th January 2022

Item number:

Title: Scrutiny of the 2022/23 Draft Budget / 5 Year Medium Term Financial Strategy (2022/23-2026/27)

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 2022/23 Draft Budget / 5-year Medium Term Financial Strategy (MTFS) 2022/23 – 2026/27 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 2022/23 Draft Budget/MTFS 2022/23-2026/27 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 recommendations 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 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 on 20th January 2022 containing their recommendations/proposals 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. 2022/23 Draft Budget & Medium Term Financial Strategy (MTFS) 2022/27

5.1 The approach taken to the financial planning process has been markedly different this year, planned to lead to what is now a very different kind of budget being proposed. We have been clear from the onset that we need to continue our council change agenda, particularly in light of the ongoing effects of the Covid-crisis and change in needs that that has brought about. We have also recognised that this type of change is difficult and takes time, and that the Council-wide huge exercise that is now starting to consider how the new four year borough plan should be framed will provide the essential new plan for that change. Our 2022/23 budget strategy also allows us to better focus on the delivery of the next year of our already agreed savings strategy, which in itself represents £12m.

- 5.2 Our strategy therefore has been to look to align fundamental future budget decisions with knowledge of our fundamental future funding position, in the context of that new borough plan, which means that next year's MTFS will be pivotal in this. We have also gone into this budget round knowing that the Council as part of its outturn for 20/21 was able to assign £10m into the Strategic Budget Planning reserve, in anticipation of the timescales that would be associated with such future change.
- 5.3 This planned approach to our multiyear financial planning, coupled with a short term improvements in the assumable level of government grant funding, allows a draft budget for next year which addresses essential budget growth requirements totalling of £11.8 in 2022/23 across most parts of the organisation, over and above that already assumed in the existing MTFS. This strategy does require a short-term use of balances in the 22/23 financial year to make this possible.
- 5.4 This considered use of one-off funding will enable the Council to have more time and space to determine the new programme of change required to address the structural c. £20m gap in the medium term, which will align with the launch of the Council's new Borough plan.
- 5.5 The revenue growth within this budget will address, not just the pressures in our main demand led services (Adults, Children's and temporary accommodation), but also bolster budgets where necessary to ensure that we are a sustainable, stronger and fit for purpose organisation in the best position to tackle the sizeable change required to meet the structural funding gap in the medium term. The priorities that have framed this budget are:
- Ensuring that we can meet the growing need of our most vulnerable residents – through substantial additional investment in children's and adult's services; and in resources for the provision of temporary accommodation and with our partners investing in earlier intervention and early years.
 - Enhances support for women and girls impacted by domestic abuse and other forms of violence
 - Supports our ambitious plan to play our part in tackling the climate emergency
 - Invests where necessary to ensure we are a sustainable and fit for purpose organisation able to deliver the high-quality services our residents, businesses and partners expect, with co-production running through everything we do
 - Invests for the long term in our public realm including roads, pavements and parks; our schools and young people's services; and our Civic Centre.
- 5.6 The Spending Review announcements in late October (SR21) provided some level of financial improvement to this and other authorities for next year's budget however, beyond 2022/23 the majority of funding remains cash flat. This means that for 2023/24 and 2024/25, increasing their Council Tax level is the only means by which local authorities, including this council, can generate more corporate funding to protect services and respond to demand led growth. 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 1% (the maximum allowed by Government), which give a total Haringey Council Tax charge increase of 2.99% for 2022/23, with the same assumptions built into the draft MTFs for the following two years for modelling purposes. This proposed increase for 2022/23 forms part of the budget consultation.

- 5.7 In summary, 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 20th January 2022 for discussion, prior to approval and referral to Cabinet for consideration in advance of the Full Council meeting on 22nd February 2022. 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
- 5.8 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.
- 5.9 **Appendix B** is the Draft 2022/23 Budget & 2022/27 MTFs considered by Cabinet on 7th December 2021. This report sets out details of the draft Budget for 2022/23 and Medium-Term Financial Strategy (MTFS) 2022/27, including proposed revenue budget adjustments and capital proposals. This includes details of estimated funding for 2022/23 and the remainder of the planning period and highlights areas of risk.
- 5.10 **Appendix C** provides details of the new revenue budget proposals relevant to each Panel/Committee.
- 5.11 **Appendix D** provides details of the new capital investment proposals relevant to each Panel/Committee. Details of the proposed funding source are clearly identified. The Council's Capital Programme provides a framework for spend but does not constitute the approval to spend on specific projects. Approval to spend on particular projects is usually granted by cabinet decisions (e.g., contract awards). All capital projects must be financed, for example by external sources such as grants, or S106/CIL, or if no external funding is available, the Council can borrow to fund the project.
- 5.12 Where we do have to borrow to finance a project, there is an ongoing cost to the Council's revenue budget to repay the debt and pay interest on the

borrowing costs: a rule of thumb for an average project is that for each £1m of capital financed by borrowing there is a £55k per annum revenue cost. Many of the schemes within the capital programme are 'self-financing': these schemes are funded by borrowing however, they will generate an ongoing revenue betterment to the Council, which will offset the costs of borrowing once the scheme is completed.

- 5.13 Appendix E** lists the proposed 2022/23-2026/27 capital programme relevant to each Panel/Committee. This includes previously agreed investment plus the additional investment identified as part of this financial planning process and detailed in Appendix D.
- 5.14 Appendix F** lists the previously agreed MTFS savings relevant to each Panel/Committee.
- 5.15** Attention is also drawn to the 2021/22 Quarter 2 Finance Update Report presented to Cabinet on 7th December 2021 which provides a summary of the in-year budget implications facing the authority which has informed the 2022/23 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 2022/23 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's priorities are underpinned by a focus on tackling inequality 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 and / or vulnerable residents, such as the proposed over £6m in Children's, Adults and Temporary Accommodation and £0.6m for the Violence against Women and Girls agenda.

7.8 Any comments received will be taken into consideration and included in the Budget report presented to Cabinet on 22nd February 2021.

8. Use of Appendices

Appendix A – Key lines of enquiry for budget setting

Appendix B – 2022/23 Draft Budget & 2021/26 Medium Term Financial Strategy Report (presented to Cabinet 8th December 2020)

Appendix C – 2022/23 New Revenue Budget Proposals

Appendix D - 2022/23 New Capital Budget Proposals

Appendix E – Proposed 2022/23-2026/27 Capital Programme

Appendix F – Previously agreed MTFs savings

9. Local Government (Access to Information) Act 1985

Background papers: 2021/22 Quarter 2 Finance Update Report - Cabinet 7th December 2021

<https://www.minutes.haringey.gov.uk/documents/s128419/Q2%20Finance%20Update%20Report%20Cabinet%2007%20Dec%202021%20ver1.0%20FINAL.pdf>

2021/22 Budget Book

https://www.haringey.gov.uk/sites/haringeygovuk/files/council_budget_for_2021-22.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?

Report for: Cabinet 07 December 2021

Title: 2022-23 Budget and 2022-2027 Medium Term Financial Strategy

Report

authorised by : Jon Warlow, Director of Finance

Lead Officer: Frances Palopoli, Head of Corporate Financial Strategy & Monitoring & Thomas Skeen, AD Finance

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 General Fund (GF) Budget for 2022/23 and Medium Term Financial Strategy (MTFS) 2022/27, including estimated income (funding) and expenditure adjustments and new and revised capital proposals at a Priority level. The report recommends that budget proposals are released for public consultation and Scrutiny consideration.
- 1.2 Whilst life is returning more to normal following the pandemic, the impacts of Covid continue to be felt in our communities and by the council. Central Government funding has been received for many of the direct costs of Covid but the social impacts of the pandemic are driving high levels of need in our borough and this leads to ongoing rising demand for our services. The in year budget update is forecasting overspends on both Children's and Adults care services, a not insignificant amount of which is driven by Covid legacy issues.
- 1.3 Haringey has also seen some of the sharpest rises in the number of people claiming Universal Credit of anywhere in the UK and seen a significant rise in the number of families entitled to Free School Meals and the Council Tax Reduction Scheme. We know the cost of living rises and cut to Universal Credit will mean it will be a very challenging winter for many of our residents.
- 1.4 The approach taken to the financial planning process has been markedly different this year, planned to lead to what is now a very different kind of budget being proposed. We have been clear from the onset that we need to continue our council change agenda, particularly in light of the ongoing effects of the Covid-crisis and change in needs that that has brought about. We have also recognised that this type of change is difficult and takes time, and that the Council-wide huge exercise that is now starting to consider how the new four year borough plan should be framed will provide the essential new plan for that change. Our 2022/23 budget strategy also allows us to better focus on the delivery of the next year of our already agreed savings strategy, which in itself represents £12m.

- 1.5 Our strategy therefore has been to look to align fundamental future budget decisions with knowledge of our fundamental future funding position, in the context of that new borough plan, which means that next year's MTFS will be pivotal in this. We have also gone into this budget round knowing that the Council as part of its outturn for 20/21 was able to assign £10m into the Strategic Budget Planning reserve, in anticipation of the timescales that would be associated with such future change.
- 1.6 This planned approach to our multi year financial planning, coupled with a short term improvements in the assumable level of government grant funding, allows a draft budget for next year which addresses essential budget growth requirements totalling of £11.8 in 2022/23 across most parts of the organisation, over and above that already assumed in the existing MTFS. This strategy does require a short term use of balances in the 22/23 financial year to make this possible.
- 1.7 This considered use of one-off funding will enable the Council to have more time and space to determine the new programme of change required to address the structural c. £20m gap in the medium term, which will align with the launch of the Council's new Borough plan.
- 1.8 The revenue growth within this budget will address, not just the pressures in our main demand led services (Adults, Children's and temporary accommodation), but also bolster budgets where necessary to ensure that we are a sustainable, stronger and fit for purpose organisation in the best position to tackle the sizeable change required to meet the structural funding gap in the medium term. The priorities that have framed this budget are:
- Ensuring that we can meet the growing need of our most vulnerable residents – through substantial additional investment in children's and adult's services; and in resources for the provision of temporary accommodation and with our partners investing in earlier intervention and early years.
 - Enhances support for women and girls impacted by domestic abuse and other forms of violence
 - Supports our ambitious plan to play our part in tackling the climate emergency
 - Invests where necessary to ensure we are a sustainable and fit for purpose organisation able to deliver the high-quality services our residents, businesses and partners expect, with co-production running through everything we do
 - Invests for the long term in our public realm including roads, pavements and parks; our schools and young people's services; and our Civic Centre.
- 1.9 Included within this £11.8m is funding for:
- Significant investment to support vulnerable residents, with over £6m in our demand led budgets in Children's and Adults Social care and Temporary Accommodation.
 - Investment in our Violence Against Women and Girls agenda of £0.6m
 - Investment in our climate and physical environment with increased funding of £0.5m for proactive tree maintenance, and £0.3m investment in highways drainage cleansing and maintenance

- Ensuring we remain a sustainable and fit for purpose organisation
Investment of over £1m in our back office functions such as legal, information governance, procurement and social care commissioning to ensure we are able to support and enable the organisation
 - Recognising the strategic importance of coproduction and participating with investment of £0.1m in this area.
- 1.10 The draft Budget incorporates the Council's current best estimate of the implications of the Spending Review 2021 (SR21) and highlights the key risks that could impact upon the financial plans now proposed. The detailed funding allocations will be announced in the Local Government Funding Settlement after this report is published. Variations from the current assumptions will be taken into consideration before the Final Budget for 2022/23 and Medium Term Financial Strategy (MTFS) 2022/27 are considered by Cabinet, including its response to the consultation, and Full Council for ratification in March 2022.
- 1.11 The SR21 provides some level of financial improvement to this and other authorities for next year's budget however, beyond 2022/23 the majority of funding remains cash flat. This means that for 2023/24 and 2024/25, increasing their Council Tax level is the only means by which local authorities, including this council, can generate more corporate funding to protect services and respond to demand led growth. 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 1% (the maximum allowed by Government), which give a total Haringey Council Tax charge increase of 2.99% for 2022/23, with the same assumptions built into the draft MTFS for the following two years for modelling purposes. This proposed increase for 2022/23 forms part of the budget consultation.
- 1.12 The Council's fees and charges have been reviewed and are dealt with elsewhere on this meeting agenda, however in summary there are no new significant charges proposed as part of this draft budget report, the default position will be that fees and charges will increase in line with inflation (3.5%), except where there are good reasons to depart from this.
- 1.13 The Council always maintains a five year future forecast of its finances via its MTFS. After the above assumptions it is still forecasting a gap of circa £10m for 2023/24 after the forecast application of £4m reserves; then increasing to nearly £25m by the end of the MTFS period. This points towards a demanding 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 future 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 Our capital programme also provides important opportunities to address our communities' needs, however the Council's finances are tightly constrained, so affordability is a key consideration when additions are made to this. The report also sets out proposed additions to the current General Fund Capital Programme totalling over £102m (£27m in 2022/23) including funding for:

- Investment to support our most vulnerable young people with £6.2m for residential care provision in Children's Social care
 - Investment in our climate with over £0.5m investment in wildflower meadow and tree planting
 - Ensuring we remain a sustainable and fit for purpose organisation with £9m investment in digital projects and a new data centre
 - Significant ongoing investment in our public realm with over £3m investment in parks and park assets, £2.4m in the New River Sports Centre, £28m investment in roads and highways assets, and £30m investment to secure the future of the Civic Centre and bring this back into use as the Council's primary office location
- 1.16 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 Dedicated Schools Grant (DSG) grant announced for 2022/23 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 working with small numbers of authorities with the most significant HNB overspends each year to address their HNB positions (Haringey's level of overspend does not presently make it eligible to join this cohort), however this will not address the systemic pressures faced by large numbers of authorities including Haringey.
- 1.17 The report includes the draft Housing Revenue Account (HRA) revenue budget and HRA Capital programme, including the future years' 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. The Council has the ability under the social housing rent standards to increase rent by no more than September CPI plus 1%. Given that the CPI at September 2021 is 3.1%, rents in council-owned housing stock would increase by no more than 4.1% (CPI plus 1%) from 4 April 2022 (the first Monday in April).
- 1.18 The 2022/23 Budget and 2022/27 MTFS will continue to be refined between now and mid-February when the final plans will be presented to Cabinet for consideration before recommending to Full Council on 1 March 2022 for ratification. This report will include the detailed implications of the local government funding settlement figures and the Cabinet's response to consultation.
- 1.19 The developments most likely to impact on the final 2022/23 Budget plans presented in this February report are:
- further clarity on the funding announcements contained within SR21
 - 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 other major developments or significant change in current assumptions impacting on the organisation's budgets including further responses required to the Covid-19 pandemic

2. Cabinet Member Introduction

- 2.1 The Council's approach to its annual budget setting has been markedly different this year, reflecting the fundamentally changed environment we operate in as we recover from the pandemic. Our communities will continue to feel the ongoing effects of the pandemic for many years to come, and this will translate into increased demand for our services on many fronts, but particularly in our demand led areas (Children, Adults and Temporary Accommodation). Taking into account this increased demand, our funding position looking forward will remain challenging, and we are therefore clear that the Council will need to progress a change agenda to ensure we continue to best support residents in a financially sustainable way. We have therefore adopted a strategy which makes calculated investments in key priority service areas and will enable the Council to focus on developing its change agenda for delivery in future years, which will align with the launch of the Council's new borough plan.
- 2.2 Whilst the spending review announcements in October did announce some additional funding for the sector, and which we assume will be of benefit to Haringey as is set out in this report, the level of this is in no way anticipated to allow the Council to set a balanced budget in future years without the need for further savings to be delivered. This follows on from a decade of austerity measures, and in the new context of rising demand for our service post the pandemic, exacerbating the financial challenges we face.
- 2.3 The spending review also made clear that the sector as a whole will have no new additional funding for the 23/24 and 24/25 financial year, besides that which is raised from local taxpayers from business rates and Council tax. It is disappointing that the Council will not be able to anticipate any increased core government grant funding for the second and third years of our MTFS.
- 2.4 As part of this budget the Council proposes to raise Council tax by 2.99% (which includes an adult's social care precept increase of 1%). The increase for a Band D property (excluding the GLA element) will be 83 pence per household per week, and we continue to have a comprehensive Council Tax Reduction Scheme that means that over 16,000 residents pay no Council Tax at all. 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 our support and services for the most vulnerable in our borough. We do not believe that this is the right thing to do.
- 2.5 In summary, I am pleased to be able to present here the Draft 2022/23 Budget and 2022/23-26/27 MTFS: despite unprecedented organisational challenges we have adopted a realistic budget strategy, to support the work of the Council.

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 2022 and also to incorporate further budget changes as required;
- b) Note the Draft General Fund 2022/23 Budget and MTFS (2022-27) detailed in this report and Appendix 1;
- c) Note the Draft revenue and capital budget growth proposals summarised in Sections 7 and 8 and Appendices 2 and 5;
- d) Note the Draft General Fund Capital Programme for 2022/23 to 2026/27 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 2022/23 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 2021 and January 2022 for scrutiny and comments;
- h) Agree to commence consultation with residents, businesses, partners, staff and other groups on the 2022/23 Budget and MTFS 2022-2027;
- i) Note that an updated 2022/23 Budget and MTFS (2022-27) will be put to Cabinet on 22nd February 2022 to be recommended for approval to the Full Council meeting taking place on 1st March 2022;
- j) Delegate the final decision on whether or not to participate in the proposed 8 borough business rates pool from 1 April 2022 to the Director of Finance in conjunction with the Lead Member for Finance.

4. Reasons for decision

- 4.1 The Council has a statutory requirement to set a balanced budget for 2022/23 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 2022/23 Budget and sustainable MTFs over the five-year period 2022/27, to be reviewed and ultimately adopted at the meeting of Full Council on 1st March 2022.
- 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, the estimated impact of wider environmental factors such as the Covid-19 pandemic 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. Background information

- 6.1 The Council has access to five main sources of funding:
- Business Rates
 - Council Tax
 - Grants
 - Fees & Charges
 - Reserves

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

- 6.2 The following paragraph provides an update on the Spending Review 2021 (SR21) including current assumptions about the pending Provisional Local Government Finance Settlement, which is not expected to be received until mid December, after the publication of this report.
- 6.3 This is then followed by a section on each of the main sources of funding which set out the assumptions made in this draft 2022/23 Budget & MTFs.

SR21 and Local Government Finance Settlement 2022/23

- 6.4 On 27 October 2021 the Chancellor delivered the Spending Review 2021 (SR21) and the Autumn Budget. The latter set out the Governments' taxation and public expenditure plans for the year ahead, and SR21 confirmed departmental resource and capital budgets for the three years 2022-23 to 2024-25 and Devolved Administration's block grants for the same period. For the previous two years, the government has only held single-year Spending Reviews, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic.
- 6.5 The published Autumn Budget and SR2021 document is laid out across the following key themes:
- Investing in growth
 - Supporting people and businesses

- Building back greener
- Levelling up
- Advancing Global Britain
- Seizing opportunities for Brexit

6.6 The Government also announced its top priorities in the SR21 to where much of the additional funding has been allocated which includes:

- **Health & Social Care** - with SR21 reconfirming previous commitments on a new Health and Social Care Levy and confirming £4.2bn over the next three years for 40 new hospitals and over 70 hospital upgrades.
- **Education** – SR21 confirms an additional £4.7bn by 2024/25 for the core schools' budget in England, over and above the SR19 settlement for schools. In addition, SR21 makes available £2.6bn over the period for new school places for children with special educational needs and disabilities (SEND) in England.
- **Housing** – SR21 reconfirms previous announcements on the Affordable Homes Programme (£7.5bn across SR21) and remediation to the highest risk buildings with unsafe cladding (£3bn across SR21); and also provides £639m in funding by 2024/25, a cash increase of 85% compared to 2019/20, as part of the government's commitment to end rough sleeping.
- **Criminal justice** – SR21 provides an extra £540m by 2024/25 to recruit the final 8,000 police officers to meet the government's commitment of 20,000 additional officers by 2023; and provides funding for an additional £785m in 2024/25 to manage the increased number of offenders being brought to justice and reduce waiting times in the criminal courts.
- **Local government** – providing a multi-year settlement and an average real-terms increase of 3% a year in core spending power.

6.7 The UK's economy and public finances have recovered faster than expected in the Office for Budget Responsibility's (OBR) November 2020 and March 2021 forecasts. The vaccines' effectiveness, combined with consumers and businesses adapting to public health restrictions has led to upwards revisions on overall output. GDP is expected to grow by 6.5% in 2021. However, the rebound in demand has been met with supply constraints driven by changes in migration and trading in the context of Brexit, thus leading to higher prices and pressure on wages.

6.8 CPI inflation has risen sharply from 0.9% last year to an expected peak of 4.4% in the second quarter of 2022. This is then likely to fall and stabilise around the MPC's 2% target from 2024 onwards. Unemployment is set to peak at 5.5% in the fourth quarter of 2021, thereafter, it is set to drop and stabilise at around 4.2 in the medium-term, still higher than the pre-pandemic levels.

6.9 The funding allocations to Local Government are summarised in the following two tables. The first shows Core Spending Power (CSP), which includes core grants, business rate income and council tax. The latter shows Local Government Departmental Expenditure Limits (DEL).

Core Spending Power

Table 2 – Local Government Core Spending Power (cash values)

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Cash change (2021-22 to 2024-25)	Real terms change (2021-22 to 2024-25)
CSP	46.2	49.1	50.4	53.7	56.6	58.9	8.5	4.7
Annual change £bn		2.9	1.3	3.3	2.9	2.3		
Annual change %		6.3%	2.6%	6.5%	5.4%	4.1%	5.3%	3.0%

- Core Spending Power for local authorities is estimated to increase by **£8.5bn** from **£50.4bn** in 2021-22 to **£58.9bn** in 2024-25 - an average of **3% p/a** in real terms (5% in cash terms). (NB - this includes assumptions about council tax which won't be confirmed until the PLGFS in December).

Local Government DEL

Table 3 – Local Government DEL (cash values)

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Cash change (2021-22 to 2024-25)	Real terms change (2021-22 to 2024-25)
Underlying LG DEL	7.5	8.6	9.1	9.0	9.1	9.1		
Total LGDL Growth				1.8	3.0	3.6		
o/w ASC reform				0.2	1.4	2.0		
o/w Other growth				1.5	1.5	1.5		
o/w Supporting Families				0.04	0.07	0.09		
o/w Cyber Resilience				0.01	0.01	0.01		
Total LG DEL	7.5	8.6	9.1	10.8	12.1	12.7	3.6	2.8
Change £bn		1.1	0.5	1.7	1.3	0.6		
Change %		14.7%	5.8%	18.7%	12.0%	5.0%	11.9%	9.4%

- DLUHC civil servants have confirmed the figures in the LG DEL in Table 3 above, which includes:
 - **£4.8bn of new grant funding** (averaging £1.6bn per annum) over the SR21 period
 - **£3.6bn of funding as part of the adult social care reforms** (see next section)
 - **£200m for the Supporting Families programme** (rising from £40m to £90m by 2024-25).
 - **£38m for cyber security challenges**, cyber resilience, and data protection.

6.10 The announcements in the SR21 which are more pertinent to setting the 2022/23 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.

6.11 The government stated that all departments would receive real terms funding increases over the 3 years with local government receiving an average real terms increase of 3% per annum. This increase is based on calculated core spending power (CSP) which includes core grants, business rate income and council tax. The increase in CSP is largely driven by three factors:

- £4.8bn new grant funding averaging £1.6bn per annum. Some of this is assumed to fund the change to employer national insurance contributions and,

due to the funding profile, only improves our spending power in Year 1 of the MTFS;

- £3.6bn new grant funding for Adults Social Care changes. This will not be a budget betterment for local authorities as it will be required to cover new costs (in particular reduced income). This is the main driver of 'spending power increases' in Years 2 and 3;
- Council Tax and Adults Social Care Precept (ASC) increases, funded by local residents.

6.12 Overall, the stated 'increase in core spending power' only partially improves Haringey's budget position and it should be noted that in years 2 and 3 of the MTFS the real betterment is all driven by increased Council Tax assumptions.

6.13 The referendum threshold for increases in council tax will remain at 2% for 2022/23 which is in line with the existing MTFS. Additionally, the SR21 announced that local authorities will be able to levy a 1% adult social care precept in each of the 3 years of the SR. Full details of the council tax referendum principles and adult social care precept flexibility will be provided in the Provisional Local Government Finance Settlement along with detailed allocations of most grants.

6.14 The SR21 made announcements for all government departments some of which is likely to impact Haringey although at this point, it is not possible to make any firm assumptions about the financial impact for Haringey and any changes arising from these will need to be reflected in the March 2022 report.

6.15 In summary, the sectoral view is that SR21 did not address existing or future demand led social care pressures nor did it proffer any solution to the national DSG High Needs Block position (besides new capital funding for SEND). There was no mention of any further direct C19 funding for local government although it did confirm the freezing of the multiplier in 2022/23 along with a new temporary relief directed at retail, hospitality and leisure. Finally, there were no announcements made about the wider funding reform including the expected significant changes to the business rates system.

Business Rates

6.16 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.

6.17 The intention was for business rates baselines to be reset from April 2020 however, both SR19 and SR20 confirmed annual delays. The last formal announcement was for a reset in April 2022. While the SR21 was silent on this point the wider local government sector expects another postponement and this has been modelled in the current draft budget with the expectation that S31 grants continue at a similar level to 2021/22. As Haringey is a top up authority, even if this assumption proves incorrect, it is expected that a similar level of

funding will accrue from a redistribution of business rates income in the form of additional/alternative grant.

- 6.18 The Council participated in the London Pool for three years (2018/19 – 2020/21). London chose not to continue the Pool in 2021/22 due to the significant impact that the C19 pandemic had had on the business community and therefore forecast revenues. A London-wide pool for 2022/23 was modelled but wasn't able to make a sufficiently robust economic case for taking forward. However, the Council has been invited to be part of a smaller 8 London borough pool, which as an initiative is still at a developmental stage, but work to date does suggest a much-improved risk reward profile than the previous London wider pool. The decision to proceed or not does not need to be taken until 28 days after the publication of the provisional local government finance settlement when all parties will have the full funding details not announced at SR21. It is therefore proposed that the final decision to participate in the pool is delegated to the Director of Finance and Lead Member. Given the uncertainty over the actual financial benefit, and indeed if the pool will actually proceed, nothing has been built into the Budget/MTFS model which is a prudent approach.
- 6.19 Currently, the MTFS assumes a 1.9% increase in business rates income, including RSG, across the MTFS period.
- 6.20 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.
- 6.21 The estimated mandatory reliefs applied to Haringey businesses are c. £4.0m in 2022/23. These reliefs cover, among others, discounts for small businesses and will be fully reimbursed via Section 31 Grants by Central Government.
- 6.22 SR21 announced a continuation of the freeze to the business rates multiplier in 2022/23. The Council will be fully reimbursed for this via a Section 31 grant. The final figures will be reflected in the February report.
- 6.23 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 Income Forecast	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Revenue Support Grant	22,115	22,118	22,561	23,012	23,472	23,941
Business Rates Top Up	58,412	61,695	62,915	64,134	65,416	66,724
Retained Business Rates	22,137	21,218	21,642	22,291	22,737	23,192
NNDR Surplus/(Deficit)	(225)	(225)	(225)	-	-	-
S31 Grants / Redistributed Growth Funding (post reset)	6,515	4,000	4,000	4,000	4,000	4,000
Share of Pool Growth	-	-	-	-	-	-
Total	108,954	108,807	110,892	113,437	115,625	117,857

6.24 There continues to be uncertainty around the business rates regime beyond 2022/23 although SR21 and recent announcements suggest that no large-scale amendments to the model as it exists are to be expected. However, a date for the business rate baseline reset is still to be confirmed as is the outcome of the Fair Funding Review. This will impact on business rates as it derives each authority's baseline funding against which growth is measured.

6.25 Because of the uncertainty beyond 2022/23, the assumptions in Table 6.1 and their impact on the MTFs are open to significant risk.

Council Tax

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

- A 1.99% increase in Council Tax in 2022/23 and for each subsequent year is assumed (subject to the referendum limits set by Government)
- A 1% increase in ASC Precept for 2022/23 to 2024/25 inclusive, as announced in the SR21
- The tax base is forecast to grow by 3.5% in 2022/23 after a budgeted reduction of 1.5% in 2021/22 due to assumptions about the negative impact on the building trade caused by the C19 pandemic. 1.5% is assumed in 2023/24 whereafter assumed growth returns to 1% pa to the end of the MTFs planning period
- The collection rate is now assumed to improve to 95.75% for 2022/23 and 96.0% 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 surplus was refined and reduced as part of last year's financial planning process to reflect the forecast impact of the C19 pandemic on revenues. These forecasts remain unchanged in this Budget and MTFs.

6.27 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 2022 and formal Council ratification of Council Tax Rates in March 2022.

Table 6.2 Council Tax Assumptions

COUNCIL TAX ASSUMPTIONS						
	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Taxbase before collection rate	81,392	80,151	82,956	84,200	85,042	85,892
Taxbase change	-1.5%	3.5%	1.5%	1.0%	1.0%	1.0%
Taxbase for year	80,151	82,956	84,200	85,042	85,892	86,751
Collection Rate	95.50%	95.75%	96.00%	96.50%	96.50%	96.50%
Taxbase after collection rate	76,544	79,430	80,832	82,066	82,886	83,715
Council Tax increase	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care precept	3.00%	1%	1%	1%	0%	0%
Band D rate	£1,441.05	£1,484.13	£1,528.50	£1,574.19	£1,605.51	£1,637.45
Council Tax Before Surplus (£000)	£110,304	£117,884	£123,552	£129,187	£133,074	£137,079
Previous Year (Estimated) Surplus	£1,925	£1,925	£1,925	£2,175	£2,175	£2,175
CIPFA Counter Fraud Income	£25	£25	£25	£25	£25	£25
Council Tax Yield (£000)	£112,254	£119,834	£125,502	£131,387	£135,274	£139,279

Grants

6.28 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

6.29 Some estimated inflationary increases are applied to the values in Table 6.3 below, however the SR 21 announced that specific grants would remain 'cash flat'. This is subject to confirmation at the Draft Local Government Finance Settlement in December and will need to be kept under review and the MTFS will be updated when further details emerge. Forecast figures for 2023/24 onwards remain uncertain and should these assumptions not materialise, it could have a significant impact on the current forecast gap across those years.

6.30 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

Original Grant Name	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'001
Better Care Fund (BCF) - (CCG Contribution)	6,017	6,047	6,138	6,138	6,138	6,138
Improved Better Care Fund (iBCF)	9,518	9,566	9,709	9,709	9,709	9,709
Social Care Support Grant	6,960	6,995	7,100	7,100	7,100	7,100
Additional Social Care Support Funding	1,766	1,766	1,766	1,766	1,766	1,766
Total	24,261	24,373	24,713	24,713	24,713	24,713

Core Grants

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

- The Local Council Tax Support Administration grant, the Housing Benefit Admin grant are assumed to be cash flat but continue across the MTFS;
- The Public Health grant is currently still assumed as cash flat across the MTFS however SR21 indicated an inflationary increase to this grant. This funding is ring-fenced to Public Health activities and the MTFS will be updated for the February 2022 report to reflect the actual allocations;
- The Council Tax Support grant ceases as this was provided purely to mitigate the impact of the C19 pandemic on numbers eligible for council tax support schemes;
- Business rates S31 grants – this has been addressed in section 6.17;
- New Homes Bonus and the Lower Tier Services Grant – the current MTFS already assumed that these grants would be phased out. This continues to be the thinking however, based on the SR21 announcements, the draft MTFS assumes that a similar level of funding will be provided along with an estimated step up of £5.5m. Until the provisional local government finance settlement is published these remain estimates. Final figures will be included in the February report.

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

Table 6.4 – Core Grants

Grant Name	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'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	20,353	20,353	20,353	20,353	20,353	20,353
New Homes Bonus (NHB)	1,208	656	0	0	0	0
Business Rates - Section 31 Grants	6,515	4,000	4,000	4,000	4,000	4,000
Council Tax Support Grant	3,606	0	0	0	0	0
Lower Tier Services Grant / NHB Replacement	756	7,464	7,464	7,464	7,464	7,464
Total	34,385	34,421	33,765	33,765	33,765	33,765

Fees and Charges

- 6.33 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.
- 6.34 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.
- 6.35 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.
- 6.36 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.
- 6.37 The impact of fees and charges increases have been included in the MTFS projections.

Use of Reserves

- 6.38 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.
- 6.39 In setting a balanced budget for 2022/23 the Council would use £5.8m of reserves which had been previously earmarked for this purpose. As part of its outturn for 2020/21 the council was able to assign £10m into the Strategic Budget Planning Reserve in anticipation of the timescales that would be associated with future budget changes. The 2023/24 General Fund forecast presently assumes that the balance of this £10m will be required in that year.
- 6.40 The March 2022 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

6.41 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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		£'000	£'000	£'000	£'000	£'000	£'000
Table 6.1	Revenue Support Grant	22,115	22,118	22,561	23,012	23,472	23,941
	Top up Business Rates	58,412	61,695	62,915	64,134	65,416	66,724
	Retained Business Rates	22,137	21,218	21,642	22,291	22,737	23,192
	NNDR Growth	-	-	-	-	-	-
	NNDR Surplus/(Deficit)	(225)	(225)	(225)	-	-	-
Table 6.2	Council Tax	110,302	117,884	123,552	129,187	133,074	137,079
	Council Tax Surplus	1,950	1,925	1,925	2,175	2,175	2,175
Table 6.4	New Homes Bonus	1,208	656	0	0	0	0
	Public Health	20,353	20,353	20,353	20,353	20,353	20,353
	Other Core Grants	12,825	13,411	13,411	13,411	13,411	13,411
	Total (External) Funding	249,077	259,037	266,134	274,564	280,639	286,876
	Contribution from Reserves	1,688	5,879	4,121	-	-	-
	TOTAL FUNDING	250,765	264,916	270,255	274,564	280,639	286,876

7. General Fund Revenue Assumptions

7.1 2021/22 Financial Performance – General Fund Revenue

- 7.1.1 The 2021/22 Budget Update report, also part of this Cabinet agenda, provides an update on the Quarter 2 budget position. It continues to differentiate between the General Fund (GF) direct impact of C19 on agreed budgets and MTFs savings as distinct from other base budget issues (although it should be noted that many of these base budget issues will be a consequential rather than direct impact of the pandemic).
- 7.1.2 The overall GF forecast variation from budget stands at £23.0m with £12.87m attributable to C19 and £10.2m to base budget pressures. The former has remained in the line with the forecast provided at Qtr1 and the £9.1m un-ringfenced emergency C19 grant plus other specific grants and income compensation are still expected to offset the £12.87m in full.
- 7.1.3 More worryingly, the forecast base budget pressure has increased by £5m compared to Qtr1 and now stands at £10.2m. The largest impact continues to be felt in the two care service priorities, accounting for £9m of the £10.2m; much of this appears driven by the legacy impact of C19. However, all other priority areas are forecasting pressures of over £1m totalling £15m gross. This figure is netted down to the £10.2m by expected underspends on corporate budgets, predominately interest payments due to the lag in capital programme spend.
- 7.1.4 A further, as yet unquantified potential pressure has been highlighted in the Temporary Accommodation (TA) budgets which has seen a reduction in rent collection rates.

- 7.1.5 Included within the GF forecast pressures described above is a £5.8m shortfall in MTFS savings delivery representing 55% of the total plan. Currently the relevant services have largely described these as slippage in delivery however a small number of proposals are now not thought to realistically be able to be achieved as planned largely due to the impact of C19 on the economic environment. The draft 2022/23 Budget now proposed acknowledges these forecasts and plans to re-profile £1.250m with a further £0.750m permanently written out. This position will be kept under review and will be revisited as part of the final February budget report.
- 7.1.6 Covid-19 is also expected to continue to impact on Business Rates and Council Tax (Collection Fund) income, both in year and arrears and the forecast impact has been built into the draft proposals presented in this report. The 2021/22 Budget and 2022/26 MTFS agreed last year spread the estimated business rates deficit over three years and this assumption has been reviewed and reaffirmed. It should also be noted that as part of the 2020/21 year end process bad debt provisions for all the council's key income streams were augmented to recognise as far as possible the estimated impact of C19 on individuals and businesses to fully settle their accounts with the council. With the ever increasing reliance on local tax revenues and other fees and charges to fund services a close watch will be kept on collection rates and any required adjustments to this draft Budget will be advised as part of the final budget report in February 2022.
- 7.1.7 The year end Dedicated Schools Grant (DSG) forecast continues to be in deficit against the agreed budget. At Qtr2 £6.3m is forecast, all against the High Needs Block which continues to be driven by the increasing number of Education, Health and Care Plans (EHCP) in recent years. It should be stressed that following clear guidance last year, this is not a pressure that statutorily impacts the GF however it remains a significant concern for the whole sector.
- 7.1.8 In summary, the key underlying budget pressures that have manifested during this financial year to date, which services cannot mitigate, have been taken account of and built in to the 2022/23 budget setting process.

7.2 The 2022/23 Budget and 2022-26 MTFS Strategy

- 7.2.1 The approach taken to the financial planning process has been markedly different this year, planned to lead to what is now a very different kind of budget being proposed. We have been clear from the onset that we need to continue our council change agenda, particularly in light of the ongoing effects of the Covid-crisis and change in needs that that has brought about. We have also recognised that this type of change is difficult and takes time, and that the Council huge exercise that is now starting to consider how the new four year borough plan should be framed will provide the essential new plan for that change. Our budget strategy also allows us to better focus on the delivery of the next year of our already agreed savings strategy, which in itself represents £12m for 2022/23.

- 7.2.2 Our strategy has been to look to align fundamental future budget decisions with knowledge of our fundamental future funding position, in the context of that new borough plan, which means that next year's MTFS will be pivotal in this. We have also gone into this budget round knowing that the Council as part of its outturn for 20/21 was able to assign £10m into the Strategic Budget Planning reserve, in anticipation of the sorts of timescales that would be associated with such future change.
- 7.2.3 The authority's advanced multi year financial planning, coupled with a short term improvements in the assumable level of government grant funding, now makes it possible to have a draft budget which, for next year, can address essential budget growth requirements totalling of £11.8 in 2022/23, over and above that already assumed in the existing MTFS across most parts of the organisation. This strategy does require the short term use of balances in the 22/23 financial year to make this possible.
- 7.2.4 Looking forward, this judicious use of one-off funding will enable the Council to achieve a stronger platform to approach the new programme of change required to address the structural c. £20m gap in the medium term, which will align with the launch of the Council's new Borough plan.

Budget Growth / Pressures

- 7.3 The main corporate assumptions across the MTFS period are outlined below followed by a section focussing on the policy priorities and service specific items.

7.4 Pay Inflation

- 7.4.1 The pay deal for 2021/22 has still to be agreed as an offer of 1.75% was rejected and put to a ballot of members. Based on this challenge and also the forecasts for inflation next financial year alongside well documented increases in cost of living, the budget available for the pay award in 2022/23 has been increased to allow for c. 3%. This falls back to c. 2% pa across the remainder of the MTFS period.

7.5 Non-Pay Inflation

- 7.5.1 The impact of inflationary increases in the demand led services is addressed as part of the overall annual demand modelling exercise. For all other non-pay inflation, the assumption continues that the services will broadly have to manage within existing budgets, thus absorbing any inflationary pressures. However, in recognition that some contracts include inflation-linked increases and utility costs continue to be volatile and difficult to predict an annual allowance is built into the budget to address these items should they arise. Due to the inflation forecasts provided in SR21 which suggests that RPI could reach 4.4% an increased sum has been built in for 2022/23 totalling c£2.6m. Thereafter the annual allowance returns to £1m pa.

7.6 Employer Pension Contributions

7.6.1 The outcome of the last triennial valuation, which covered the period 2020/21 – 2022/23, confirmed that the Pension Fund performance allowed for a decrease in the Council's contribution rate of 0.5% each year for those three years, equating to a saving of c. £0.5m per annum each year. No assumptions have been made about the next triennial valuation.

7.7 Treasury & Capital Financing

7.7.1 The MTFs 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.

7.7.2 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 March 2022 & the final Treasury Management Strategy Statement presented to Full Council later that month. Government funding announcements with further detail following SR21 may also cause some of these figures to be revisited (for example where it becomes clear that grant funding will be made available to fund certain capital schemes).

7.8 Levies

7.8.1 The current assumption is that all Levy costs except the North London Waste Authority (NLWA) levy will remain broadly in line with the 2021/22 figures across the period.

7.8.2 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 2021/22 budget was increased by £0.7m to address the step up for that year. No further increases were built into the existing MTFs but the Budget now presented includes a further £0.5m p.a. from 2022/23, a prudent estimate due the forecast impact of increased borrowing costs associated with the new facility which must be met by the levy.

7.8.3 The 2020/21 Levy was lower than the council's budgeted figure and it was agreed for this amount to be transferred to the council's reserve in order to smooth the future financial pressure. This will be drawn on when required. The budget assumptions across the MTFs period will be revisited before February, when the intended Levy levels will be announced for 2022/23.

7.9 Policy Priorities

7.9.1 Since 2018/19, 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
- Free Schools Meals £0.3m funding in 2022/23 and 2022/23
- Welfare Assistance Scheme £0.3m funding in 2022/23 and 2022/23
- Voluntary and Community Sector – £0.25m in 2022/23 only
- Youth Services – £0.25m in 2022/23 only
- Haringey University Bursary Scheme - £0.12m over 3 years
- Recruit Local People - £0.10m over 2 years

7.9.2 Despite the significant challenges to set a balanced budget for 2022/23, £300k of policy growth has been incorporated into the draft budget and MTFS as follows:-

- Residents & Communities Engagement and Participation (£0.1m):
The pandemic emphasised the importance of residents & communities engagement and participation. This investment will enable us to further develop their involvement in local decision making, shaping the services they use and be part of co-producing the borough of the future.
- Environment/climate investment (£0.2m):
The Council is investing in the public realm and playing our part in tackling the climate emergency, and will invest our resources strategically in these areas.

7.10 Service Budget Adjustments Required

Service Growth Budget Adjustments

7.10.1 As stated above, the 2022/23 Budget process has focussed on stabilising the Council's overall position by recognising existing and newly manifested pressures, many of which are products of the pandemic and on-going structural underfunding at a national level.

7.10.2 An extensive exercise was carried out over the summer and autumn to gather data and evidence to enable informed decisions to be made about where to direct the limited resources; not all items of growth put forward were able to be accommodated however the proposed budgets are as realistic as possible.

7.10.3 The existing MTFS had a certain level of growth assumed (£8.609m for 2022/23 alone) which have been reviewed but found to still be sound.

7.10.4 The table below summarises the new service specific growth proposals highlighted as part of this year's process.

Table 7.1 – New Service Growth Budget Adjustment Proposals

	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	TOTAL (£000)
Adults and Health	2,409	(42)	0	2,789	2,821	7,977
Children	4,172	144	420	620	20	5,376
Housing, Regeneration & Planning	2,070	(460)	(375)	0	(30)	1,205
Environment & Neighbourhood	1,401	51	(100)	0	0	1,352
Customer, Transformation & Resources + Corporate	1,797	(500)	0	0	550	1,847
	11,849	(807)	(55)	3,409	3,361	17,757

7.10.5 As clear from the table, the service areas requiring the most growth continue to be the People related priorities of Adults, Health and Children. Some of this will be met from the application of the additional 1% ASC precept that is proposed to be levied in 2022/23.

7.10.6 However, unavoidable or demand growth has been identified in all directorates. The following provide a flavour of what this growth will be used for with the full detail set out in Appendix 2:

- Significant investment to support vulnerable residents, with over £6m in our demand led budgets in Children's and Adults Social care and Temporary Accommodation.
- Investment in our VAWG agenda of £0.6m
- Investment in our climate and physical environment with increased funding of £0.5m for proactive tree maintenance, and £0.3m investment in highways drainage cleansing and maintenance
- Ensuring we remain a sustainable and fit for purpose organisation
Investment of over £1m in our back-office functions such as legal, information governance, procurement and social care commissioning to ensure we are able to support and enable the organisation

7.11 Budget Reduction Proposals / Savings

7.11.1 The Council has previously agreed **£13.3m** of savings to be delivered across the period 2022-2026 and these are set out below.

Table 7.2 – Agreed Savings 2022-2026

Priority	Total				
	2022/23	2023/24	2024/25	2025/26	Total Savings
	£000	£000	£000	£000	£000
Housing	340	51	12	1	404
People - Adults	4,161	535	-	-	4,696
People - Children	1,679	130	230	0	2,039
Place	2,649	(1,370)	1,360	170	2,809
Economy	100	100	100	70	370
Your Council	751	6	-	-	757
Total Savings - Priorities	9,680	(548)	1,702	241	11,075
Cross-Cutting Proposals	2,250				2,250
Total Savings	11,930	(548)	1,702	241	13,325

7.11.2 No new budget reduction proposals are proposed for 2022/23 in line with the agreed financial planning strategy; instead focus has been placed on robustly challenging the existing agreed savings programme identifying where slippage might occur, how this could be mitigated and also acknowledging any savings that, largely due to wider economic conditions, were no longer deemed deliverable.

7.11.3 This review highlighted £1.250m savings slippage and £0.750m undeliverable. The impact of this has been built into the draft 2022/23 Budget but work will continue between now and the final report in February to further refine the figures.

7.12 Summary Revenue Budget Position 2022/23 – 2026/27

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

Table 7.3 – Summary Revenue Budget Position

	2021/22 Budget	2022/23 Draft Budget	2023/24 Projected	2024/25 Projected	2025/26 Projected	2026/27 Projected
Priority Area	£'000	£'000	£'000	£'000	£'000	£'000
Housing	16,102	16,939	16,888	16,876	16,875	16,875
People - Children	58,289	60,359	60,609	61,299	61,919	61,939
People - Adults	83,208	82,164	83,625	86,727	89,516	92,337
Place	23,999	22,142	23,569	22,115	21,945	21,945
Economy	6,166	7,154	6,854	6,429	6,359	6,329
Your Council	32,995	36,333	35,452	35,452	35,452	36,002
Non-Service Revenue	30,006	39,825	53,544	60,366	67,722	74,922
Council Cash Limit	250,765	264,916	280,541	289,264	299,788	310,349
Planned Contributions from Reserves	(1,688)	(5,879)	(4,121)			
Further Savings to be Identified	-	(0)	(10,286)	(14,700)	(19,149)	(23,473)
Total General Fund Budget	249,077	259,037	266,134	274,564	280,639	286,876
Council Tax	110,302	117,884	123,552	129,187	133,074	137,079
Council Tax Surplus	1,950	1,925	1,925	2,175	2,175	2,175
RSG	22,115	22,118	22,561	23,012	23,472	23,941
Top up Business Rates	58,412	61,695	62,915	64,134	65,416	66,724
Retained Business Rates	22,137	21,218	21,642	22,291	22,737	23,192
NNDR Surplus/(Deficit)	(225)	(225)	(225)	-	-	-
Total (Main Funding)	214,691	224,616	232,369	240,799	246,875	253,112
Core/Other External Grants						
New Homes Bonus	1,208	656	0	0	0	0
Public Health	20,353	20,353	20,353	20,353	20,353	20,353
Other core grants	12,825	13,411	13,411	13,411	13,411	13,411
TOTAL (Core/Other External Grants)	34,386	34,421	33,765	33,765	33,765	33,765
Total Income	249,077	259,037	266,134	274,564	280,639	286,876

7.12.1 The draft General Fund Budget 2022/23 presently has a budget gap of £5.879m, which is expected to be covered from reserves.

7.12.2 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.

7.13 Review of assumptions and risks 2022/23 – 2026/27

7.13.1 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 March 2022 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.

7.13.2 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.

7.13.3 The main uncertainties and risks identified to date which may impact on the Council's budget for 2022/23 and over the period of the MTFs are:

- Funding assumptions for 2022/23 are subject to the final local government settlement expected in January 2022 and therefore there may be changes; at this point we have yet to receive the provisional figures which places more risk on the current assumptions.
- On-going uncertainty about the final impact of the Covid-19 pandemic on 2021/22 budgets and also future years.
- The ongoing economic impacts of Brexit may continue to put pressure on costs and increase inflation; staffing in critical social care & health services, on local tax income levels
- Uncertainty over whether the London wide business rates pool will be reconstituted from 2023/24 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 to be funded by general fund resources
- The expected Fair Funding Review and redesign of the Business Rates Retention scheme did not complete during 2021/22 as expected. The impact on funding for the Council on the eventual outcomes of both are not known at this time although these could be overtaken by the Levelling Up agenda and associated funding distribution methodologies
- Increases in London Living Wage, or the minimum wage impacting the Council directly or through contracted spend 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. Conversely, in the immediate term, falls in numbers of families with children living in the borough are creating ongoing pressures for schools which are funded on a per pupil basis from the Government.

- 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 2021/22 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 2022/23 – 2026/27

8.1 Introduction

8.1.1 This is the fourth capital strategy report that has been prepared since it became a mandatory requirement upon local authorities. 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 deliverability of the Council's capital strategy, but the council has responded to the new challenges. In particular the capital programme for 2021/22 has continued 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 and works around school streets to make them safe. Despite the pandemic significant works have been undertaken to 8 schools and Pendarren.

8.1.3 Looking forward the Council's capital investment proposals include continued investment in the school estate, new investment in creating an in-borough Children's residential care provision, and increased investment in the infrastructure of the borough's parks and streets. Historically the Council received significant funding from TfL to support the highways of the borough. The pandemic hit TfL's finances hard, and it has not been able to provide the same level of support to boroughs. The Council's proposals allow for funding of the type of work previously funded by TfL in 2022/23 to be met by Council borrowing. In future years it has been assumed that external grant will be available to fund these works, in line with announcements made at SR21.

8.1.4 The Council has an accommodation strategy that is responding to the new ways of working and service demands. The strategy assumes that it will consolidate the Council's offices into the Civic Centre. This would be achieved through the necessary refurbishment of the Civic Centre and the creation of a new annex. There is also further investment in property to enable the Council to

maximise the value of its property on Station Road. It is anticipated that investment in the annex will generate savings that will pay for the investment.

- 8.1.5 The Council is also investing in its digital offering to ensure that our customers receive the best possible service.
- 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.

Background

- 8.1.7 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.
- 8.1.8 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 locality provision); and deliver fit for purpose schools. The Council continues to plan for its use of capital expenditure to positively impact people's lives.
- 8.1.9 The key objectives for the Council's capital programme are to deliver the outcomes described in the borough plan and assist the Council in meeting the financial challenges that it continues to face. However, affordability is also a key consideration, as investment in capital schemes which requires the Council to borrow to fund the schemes impacts on Council revenue budgets.

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, and 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 2022/23-2026/27 which shows the continued and growing capital investment that is being undertaken to support the achievement of the borough plan objectives and to improve people's lives.

Table 8.1: Capital expenditure plans overview 2022/23 - 2026/27

	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	Total (£'000)
Previously Agreed							
General Fund Account (GF)	288,854	190,863	150,613	120,687	67,469		818,485
Housing Revenue Account (HRA)	277,033	346,575	334,086	375,571	222,787		1,556,052
Total =	565,887	537,438	484,699	496,258	290,256		2,374,537
Proposed							
General Fund Account (GF)		233,320	214,368	158,079	101,153	23,519	730,439
Housing Revenue Account (HRA)		397,264	356,920	276,158	213,540	197,193	1,441,075
Total =		630,584	571,288	434,237	314,693	220,712	2,171,514

- 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 attract 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 2022/23-2026/27 the Council is planning to spend £92.9m on schools, of which approximately £28.9m is funded through government grant leaving a borrowing requirement of £64m. The majority of the cost of the increased investment in schools falls on the Council's revenue account through increased borrowing costs.
- 8.2.7 The Adults Services capital programme is £72.8m, the majority of the programme is self-financed at £56m. In addition there is £13.9m grant funded expenditure.

- 8.2.8 Within the Place priority the proposed capital programme for the period 2022/23-2026/27 is broadly estimated at £103.6m of which approximately £30.7m is externally funded.
- 8.2.9 The Economy capital programme has an estimated value of £367m, of which £133.5m is funded externally and £184.2m is self-financing. Council borrowing in this part of the capital programme is proportionately lower than in others at £49.3m. 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.
- 8.2.10 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.
- 8.2.11 The General Fund Housing programme has no schemes that rely on borrowing as they are all self-financing.
- 8.2.12 The Your Council capital programme is estimated at £92.1m with the majority, £59.7m funded through borrowing. £43.3m of this borrowing relates to the asset management function of the Council and the Civic Centre refurbishment, with investment of £15.4m in ICT to improve services.
- 8.2.13 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.
- 8.2.14 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 borrowing 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.
- 8.2.15 Services 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.
- 8.2.16 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

	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	Total (£'000)
People - Children's	25,421	26,694	24,671	14,301	1,831	92,916
People - Adults	17,956	40,474	8,515	3,471	2,377	72,794
Place	25,594	22,445	20,688	18,988	15,861	103,576
Economy	131,619	101,474	81,306	52,643	0	367,042
Housing (GF)	1,000	1,000	0	0	0	2,000
Your Council	31,731	22,281	22,900	11,750	3,450	92,112
Total General Fund (GF)	233,320	214,368	158,079	101,153	23,519	730,439
Housing (HRA)	397,264	356,920	276,158	213,540	197,193	1,441,075
Overall Total	630,584	571,288	434,237	314,693	220,712	2,171,514

8.2.17 Appendix 4 includes the previously agreed schemes plus any changes since the last budget (up to and including the December 2021 Cabinet), plus the new schemes proposed. It also indicates how each scheme is financed.

8.2.18 Appendix 5 provides details of the new schemes proposed. The following paragraphs provide a high-level description of each priority's new capital proposals.

8.2.19 Children's Services

There is one new scheme proposed for Children's Services and that is for the creation of an in-borough residential centre. This would provide high quality provision at a lower cost. The site or sites for the provision have not been identified at this time. The scheme is included in the capital programme as self-financing.

Adult Services

The continued focus of the Adults Services capital programme is to enhance the lives of disabled and older adults. The 2021/22 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.

8.2.20 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 parks to provide greener and more comfortable spaces. The programme also allows for the continuation of investment in street lighting and borough roads. The funding for the highways scheme and the accident reduction scheme are included in the programme as being funded by Haringey borrowing in 2022/23. In future years it has been assumed that there will be external funding provided to undertake the works, in line with announcements from SR21 about national funding for works for highways, potholes, resurfacing and bridges.

8.2.21 Economy

The new proposal, in relation to the HALS service and builds on this existing programme of funding of the Good Economy Recovery Plan.

8.2.22 Your Council

The initial proposals contain significant investment in Council assets and services. There is a new proposal for an annex to the Civic Centre which will consolidate most all Council offices onto one site and at the same time allow for new uses for the buildings on Station Road. The proposals also have significant investment in IT systems and infrastructure to ensure that the customer experience is as good as it can be.

8.2.23 Financing

All capital expenditure must be financed from either an external source (government grant or 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 wherever possible. The draft capital programme for 2022/23-2026/27 is analysed in the table below and shows that the majority of schemes being proposed (68%) 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	57,808	6,200	28,908	92,916
People - Adults	2,885	56,020	13,889	72,794
Place	64,473	8,413	30,690	103,576
Economy	49,318	184,237	133,487	367,042
Housing - GF	0	2,000	0	2,000
Your Council	59,662	32,450	0	92,112
Total	234,146	289,319	206,974	730,439

8.2.24 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 (council borrowing). 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.

8.2.25 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

	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)
MRP	8,734	13,379	19,414	23,469	26,629	28,903

8.2.26 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 was addressed in detail in the Treasury Management Strategy considered by Council in February 2021.

Table 8.5: Prudential Indicator: Estimates of Capital Financing Requirement

	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)
CFR	1,365,827	1,471,470	1,874,703	2,121,746	2,219,544	2,256,741

8.3 Asset Management

8.3.1 The Council maintains an approved Asset Management Plan, which has previously been approved by Cabinet.

Asset Disposals

8.3.2 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. This is known as the flexible use of capital receipts and this flexibility is currently due to expire on the 31st March 2025.

8.3.3 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 MTF period covered by the flexibility (up to 31st March 2025) 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

8.3.4 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.

8.3.5 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

8.3.6 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.

8.3.7 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

	31/3/21 Actual (£'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)	31/3/27 Budget (£'000)
Borrowing Debt	555,915	811,902	1,300,494	1,689,734	1,935,338	2,030,955	2,064,909
PFI & Lease Debt	27,303	28,164	19,471	15,297	10,938	8,421	7,921
Total Debt	583,218	840,066	1,319,965	1,705,031	1,946,276	2,039,376	2,072,831
Capital Financing Requirement	837,822	1,365,827	1,471,470	1,874,703	2,121,746	2,219,544	2,256,741

8.3.8 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

8.3.9 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

	2021/22 limit (£'000)	2022/23 limit (£'000)	2023/24 limit (£'000)	2024/25 limit (£'000)	2025/26 limit (£'000)	2026/27 limit (£'000)
Authorised limit – borrowing	1,272,356	1,381,999	1,789,406	2,040,807	2,141,123	2,178,820
Authorised limit – PFI & leases	30,981	25,702	20,192	14,438	11,116	10,456
Authorised limit – total external debt	1,303,337	1,407,701	1,809,598	2,055,246	2,152,239	2,189,276
Operational boundary - borrowing	1,222,356	1,331,999	1,739,406	1,990,807	2,091,123	2,128,820
Operational boundary – PFI & leases	28,164	23,366	18,356	13,126	10,106	9,506
Operational boundary – total external debt	1,250,521	1,355,365	1,757,762	2,003,933	2,101,228	2,138,325

8.3.10 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

	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)
Financing Costs General Fund	12,198	15,807	22,108	25,424	26,174	29,374
Proportion of net revenue stream	4.86%	6.01%	8.36%	9.26%	9.33%	10.24%
Financing Costs HRA	16,242	16,333	22,737	27,474	30,027	31,469
Proportion of net revenue stream	15.10%	14.42%	18.97%	21.22%	21.75%	21.94%

8.3.11 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

8.3.12 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.

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.

Draft HRA Financial Plan Overview

- 9.2 This revised financial plan encapsulates the council's HRA 5-year Revenue & Capital Budget/MTFS. It is supported by 30-Year Financial model developed this year, which enables the council to take a longer-term view of the HRA. This is particularly important in the context of sustained existing stock maintenance & housing development and allows us to plan for the future of our housing stock more accurately and sustainably.
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- 9.4 The Plan enables the modelling of the revenue and capital implications of all planned work in the HRA to deliver Borough Plan priorities and provided the basis for understanding the affordability of current capital programme delivery plans and assessing options to ensure a viable HRA over a longer period.
- 9.5 Assumed rents on new builds and acquisition reflect recent valuation exercise across wards where development is taking place. Forecasts of the PWLB borrowing rate and updated inflation (CPI) which informs the existing homes rent charges and affects cost have been incorporated.
- 9.6 This Financial Plan supports the greater proportion of the new homes being developed for social rents, which has increased from 75% to 82%. This is made possible by increased grant in the Affordable Homes Programme (AHP) 2021-26, forecast reductions in borrowing costs, and council rent increase.
- 9.7 There is a proposed increase in spend on Major works (existing homes), and Carbon reduction, which further highlights the Councils commitment to improving the quality of life of residents, ensuring residents live healthier lifestyle and combating climate change.
- 9.8 The comprehensive financial plan addresses 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.
- 9.9 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 are also reflected in the HRA financial plan.
- 9.10 Built into this revised financial plan is an increase in the level of HRA working balance to £20m next year, in recognition of the potential financial risk associated with such an extensive expansion programme in the HRA. There is also a provision for one off cost of insourcing of housing services, as currently managed by Homes for Haringey (HfH).

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

Housing rents

- 9.11 The Council sets the rents in council-owned properties every year, in accordance with the government's social housing rent policy. The government, through the Regulator of Social Housing, prescribes the formula for calculating social housing rents. These rents are also called national formula rents and exclude service charges.
- 9.12 The Council sets the rents in council-owned properties every year, in accordance with the government's social housing rent policy. The government, through the Regulator of Social Housing, prescribes the formula for calculating social housing rents. These rents are also called national formula rents and exclude service charges.
- 9.13 The national formula for setting social rent is intended to enable LAs to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock (to at least Decent Homes Standard) and continue to operate a financially viable HRA, including meeting their borrowing commitments.
- 9.14 The formula is complex and uses national average rent, relative average local earning, relative local property value, and the number of bedrooms to calculate the formula rent.
- 9.15 Formula rents are subject to a national social rent cap. The rent cap is the maximum level to which rents can be increased to in any one financial year, based on the size of the property. Where the formula rent would be higher than the rent cap for a particular property, the national social rent cap must be used instead. Rent caps for 2022/23 are as follows:

Number of bedrooms	Rent cap
1 and bedsits	£155.73
2	£164.87
3	£174.03
4	£183.18
5	£192.35
6 or more	£201.50

Rents in Existing Council Homes - General Needs & Sheltered/Supported Housing

- 9.16 Individual council rents in Haringey are below the formula rents in many properties. This is because historically Haringey rents were set lower than the formula rent. In contrast, many social landlords, particularly Housing Associations, have historic rents that were set higher than formula rent. To create a level playing field, the government introduced rent restructuring in 2003 to converge actual rents towards the formula rent. The government abandoned rent restructuring in 2015/16, when it imposed a 1% rent reduction for four

years, under the Welfare Reform and Work Act 2016. The Council complied with the legislation and the 1% rent reduction ended in 2019/20.

- 9.17 The Rent Standard permits Local Authorities in England to increase tenants' rents every year by no more than the CPI at September of the previous year plus 1%, at least until 2024/25. Therefore since 2020/21, existing council tenants' rents could only increase by no more than CPI inflation plus 1%. However, the government allows Local Authorities to charge formula rents on homes when they are re-let following a vacancy.
- 9.18 The current rent for 2021/22, approved by Cabinet on 9 February 2021, was set at the 2020/21 rent uplifted by 1.5%. The rent increase is due to the CPI (inflation) rate in September 2020 of 0.5% plus 1% allowed by the government.
- 9.19 The Council has the ability under the social housing rent standards to increase rent by no more than September CPI plus 1%. Given that the CPI at September 2021 is 3.1%, rents in council-owned housing stock would increase by no more than 4.1% (CPI plus 1%) from 4 April 2022 (the first Monday in April).
- 9.20 Applying this rent increase of 4.1% would give £3.4m of additional income to the Housing Revenue Account (HRA) from tenants' rents. This has been reflected in the HRA Financial plan. There is also an assumed annual rent increases of current CPI of 2% plus 1% in the forecasts for 2023/24 and 2024/25. Then a reversion to CPI of 2% only for the remaining life of the HRA financial plan.
- 9.21 Provisional rents for existing general needs and sheltered/supported housing tenants for 2022/23 have been calculated on the basis that their weekly rents increase by no more than 4.1% from 4 April 2022. As such the average weekly rent would increase by £4.35 from £106.14 to £110.49.
- 9.22 There is a range of rents across different sizes of properties. Table 1 sets out the proposed average weekly rents and the average rent increases for 2022/23 by property size.

Table 1

Number of Bedrooms	Number of Properties	Current average weekly rent 2021/22	Proposed average weekly rent 2022/23	Proposed average rent increase	Proposed percentage increase
Bedsit	136	£86.11	£89.64	£3.53	4.1%
1	5,367	£91.20	£94.94	£3.74	4.1%
2	5,139	£106.29	£110.65	£4.36	4.1%
3	3,725	£121.71	£126.70	£4.99	4.1%
4	603	£138.57	£144.25	£5.68	4.1%
5	109	£162.10	£168.75	£6.65	4.1%
6	15	£168.45	£175.36	£6.91	4.1%
7	2	£159.39	£165.93	£6.54	4.1%
8	1	£180.44	£187.84	£7.40	4.1%
All dwellings	15,097	£106.14	£110.49	£4.35	4.1%

The council will continue to charge formula rents on re-lets to new secure tenants.

Rents in New Council Homes – General Needs & Sheltered/Supported Housing

- 9.23 The Council has an ambitious council housing delivery programme, and over the next few years, a large number of newly built and newly acquired council homes will be delivered and ready for new tenants.
- 9.24 The maximum weekly rent allowed by the government for a tenant granted a tenancy in a new home for the first time is formula rent (subject to national rent cap). The HRA financial plan includes additional rental income at the average formula rent for the new homes in the delivery programme.
- 9.25 The council will continue to let new homes at the relevant formula rent for the new homes and the HRA financial plan is built on that basis.

Rents in Temporary Accommodation

- 9.26 All properties acquired since 1 April 2019 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.
- 9.27 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, with the normal annual rent increases of CPI, as these properties are assumed will revert to the HRA after 7 years of lease.
- 9.28 From 4th April 2022, all other council-owned properties used as temporary accommodation but not leased to HCBS will have their rents increased by 4.1% from their current levels.

Tenants' Service Charges

- 9.29 In addition to rents, tenants pay charges for services they receive which are not covered by the rent. The Council sets tenants' service charges at the start of each financial year to match budgeted expenditure.
- 9.30 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.
- 9.31 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.

Tenants currently pay for the following services:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Light and power (Communal lighting)
- Heating
- 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

- 9.32 The applicable charges for 2022/23 will be calculated and presented for Cabinet approval in February 2022 when the budgeted costs of providing each service is agreed.

Rent consultation

- 9.33 There is no requirement for tenant consultation because Haringey Council's rents are set in accordance with government rent standard and no new charges are being introduced for the tenants' service charges. However, tenants must be given at least four weeks' notice before the new rents for 2022/23 start on 4 April 2022.

9.34 This will follow the consideration by Cabinet in February 2022 and will include:

- Council housing rent charges for 2022/23
- Proposed weekly tenants service charges for 2022/23
- HRA hostel rent charges for 2022/23

HRA Expenditure

9.35 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 £41.8m for 2022/23. This includes £19.7m for repairs and about £1.9m for housing demand functions. Cabinet will be deciding on whether to bring HfH back in-house. It is expected that this will bring efficiency and financial saving but this not quantifiable at this time.

9.36 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 almost the same level as 2021/22 due to low interest rate forecast for next year's potential borrowings.

9.37 The proposed HRA capital programme supports the delivery of over £2bn investment in our existing stock over the next 30 years, and now supports the delivery of about 3,771 homes, of which about 3,105 are for social rent. This is 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.

9.38 There are of course 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. Importantly, HRA budget and forecasts continue to assume 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 an increased working balance of £20m.

9.39 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 2022/23 included here.

9.40 A finalised version will be presented to Cabinet and Full Council for approval in February 2022 and March 2022 respectively. 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 (2022/23-2026/27)

9.41 The HRA budget for 2022/23 is a balanced budget maintaining a reasonable revenue contribution to capital of £10.5m. 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 the September CPI and its impact in next year's rent charges.

Table 9.3 - Draft HRA 5-Year Revenue Budget (2022/23 – 2026/27)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income & Expenditure	2022-23	2023-24	2024-25	2025-26	2026-27	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Dwellings Rent Income	(90,004)	(96,012)	(104,539)	(112,101)	(116,692)	(519,348)
Void Loss	900	960	1,046	1,121	1,167	5,194
Hostel Rent Income	(2,342)	(2,402)	(2,464)	(2,506)	(2,549)	(12,263)
Service Charge Income	(11,721)	(12,263)	(13,074)	(13,881)	(14,368)	(65,307)
Leaseholder Income	(7,850)	(7,882)	(8,107)	(8,337)	(8,574)	(40,750)
Other Income (Garages /Aerials/Interest)	(2,242)	(2,282)	(2,323)	(2,366)	(2,409)	(11,622)
Total Income	(113,259)	(119,881)	(129,461)	(138,070)	(143,425)	(644,096)
Expenditure						
Repairs	19,700	20,095	20,924	22,215	22,994	105,928
Housing Management	20,158	20,214	20,119	20,988	21,610	103,089
Housing Demand	1,917	1,955	1,994	2,034	2,075	9,975
Management Fee (HfH)	41,775	42,264	43,037	45,237	46,679	218,992
Estates Costs (Managed)	10,720	10,935	11,153	11,376	12,079	56,263
Provision for Bad Debts (Tenants)	2,820	2,976	3,198	3,397	3,517	15,908
Provision for Bad Debts (Leaseholders)	188	189	195	200	206	978
Total Managed Expenditure	13,728	14,100	14,546	14,973	15,802	73,149
Other Costs (GF Services)	5,379	5,487	5,597	5,708	5,823	27,994
Other Costs (Property/Insurance)	4,552	3,011	2,561	2,612	2,664	15,400
Capital Financing Costs	16,333	22,737	27,474	30,027	31,469	128,040
Contribution to Major Repairs (Depreciation)	20,955	21,915	23,365	24,816	25,684	116,735
Revenue Contributions to Capital	10,537	10,367	12,881	14,697	15,304	63,786
Total Expenditure	113,259	119,881	129,461	138,070	143,425	644,096
HRA (Surplus) / Deficit	0	0	0	0	0	0

Draft HRA 5 Years Capital Programme (2022/23 – 2026/27)

- 9.42 This represents the capital implications of the new draft 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.
- 9.43 The HRA MTFS is geared towards maximising the use of other available resources and use of borrowing as last resort, while maintaining a working balance of £20m. The MTFS capital programme funding assumes a mix of grant funding, S106 monies, revenue contribution and prudential borrowing. The total capital investment in 2022/23 is £397m, fully funded from revenue contribution, grants, RTB retained receipt, Major Repairs Reserve and borrowing.

Table 9.4 - Draft HRA 5 Year Capital Programme (2022/2 – 2026/27)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Investment & Financing	2022-23	2023-24	2024-25	2025-26	2026-27	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Investment						
Major Works (Haringey Standard)	44,967	57,049	60,024	61,425	62,742	286,207
Carbon Reduction Works (Affordable Energy)	6,265	6,242	6,367	6,495	6,624	31,993
Fire Safety Works	6,120	5,470	7,573	7,577	7,729	34,469
Broadwater Farm Works	17,156	11,653	22,394	15,458	1,127	67,788
Total Existing Stock Investment	74,508	80,414	96,358	90,955	78,222	420,457
New Homes Build Programme	177,150	219,668	123,152	31,627	18,335	569,932
New Homes Acquisitions	111,390	22,280	21,744	55,007	63,606	274,027
TA Acquisitions	34,216	34,558	34,904	35,951	37,030	176,659
Total Capital Investment	397,264	356,920	276,158	213,540	197,193	1,441,075
Capital Investment Financing						
Grants (GLA)	59,752	53,020	73,768	31,150	23,275	240,965
Major Repairs Reserve	20,955	21,915	23,365	24,816	25,684	116,735
Revenue Contributions	10,560	10,367	12,881	14,697	15,304	63,809
RTB Capital Receipts	11,231	11,344	11,458	11,781	12,034	57,848
Leaseholder Contributions to Major Works	6,679	9,548	10,144	8,198	7,180	41,749
S.106 Contributions	1,000	152	0	0	0	1,152
Market Sales Receipts	529	1,937	12,660	84,373	60,535	160,034
Borrowing	286,558	248,637	131,882	38,525	53,181	758,783
Total Capital Financing	397,264	356,920	276,158	213,540	197,193	1,441,075

Major Works – Haringey Standard

- 9.44 The major works investment standard has been designed to ensure that the Council maintains its statutory and legal duties and keeps homes safe and warm. It comprises internal, external and works to communal areas, including all items affecting decency.

Carbon Reduction Works

- 9.45 The budget provision would support extensive measures including internal and external solid wall insulation, loft and cavity wall insulation, and renewables e.g., installation of solar panels.

Fire Safety Works

- 9.46 The proposed £35m is to ensure that all housing stock continues to meet changing statutory requirements. The programme includes front entrance door replacements, window infill panel replacements, automatic Fire Detection (AFD) to street properties, automatic Fire detection and compartmentation works to timber clad buildings, Intrusive Fire Risk Assessments (FRA) and follow up works.

Broadwater Farm Works

- 9.47 This allocation of £68m is to address major safety and refurbishment works on the estate, including the demolition of three blocks, strengthening and refurbishment works of remaining blocks, a new Decentralised Energy System, upgrade to cold water supply, and redesign works for the entire estate. The cost

of replacement homes in Northolt, Tangmere and Stapleford North (Broadwater Farm) will be contained within the New Homes build budget.

New Homes Build and Acquisition

9.48 This Financial plan continues to provide to meet the Council's commitment to the delivery of high-quality Council homes at social rents. This is an integral part of the Council's core HRA business, with a delivery programme that is viable in the long term. The total estimated cost of new build homes and acquisition in the financial plan is £844m over the period of the MTFS.

Existing Homes Acquisitions – TA

9.49 The Council's TA acquisition programme is based on the purchase of homes and subsequent leasing to the Haringey Community Benefit Society ('the CBS') to provide housing to households in housing need nominated to it by Haringey Council. This scheme will generate adequate rental income to cover the cost of capital and associated cost. There is also a General Fund (GF) saving generated by the provision of homes to homeless households in the HRA via reduction in the use of privately-owned temporary accommodation in GF. This Financial plan has allocated £177m over the MTFS period for this scheme.

10. Dedicated Schools Budget (DSB)

10.1 Schools budgets are 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 2021-22 sets out the forecast year end position. This highlights the budget pressures in the High Needs Block which is estimated to add an additional £6.9m to the existing deficit of £17.0m to give a forecast deficit of £23.9m by the end of 2021-22.

10.3 Table 10.1 below sets out Haringey's Dedicated Schools Grant allocations for 2020-21, the minimum rebased DSG baseline allocation for 2021-22 and the provisional National Funding Formula (NFF) allocation for 2022-23.

Table 10.1 Haringey's Dedicated Schools Grant Allocation

Gross Dedicated Schools Grant	2020-21	2021-22	2022-23 Provisional NFF
	£m	£m	£m
Schools Block	200.15	**212.17	214.99
Central School Services Block	2.95	2.91	2.84

Early Years Block ***	20.83	21.04	21.04
High Needs Block	40.99	45.52	49.47
Total DSG	264.92	279.67	288.34

** The 2021-22 Schools Block includes £6.19m Teachers Pay and Pension grant rolled into the DSG and continues to be rolled into DSG for 2022-23

*** The Early Years Block allocation for 2021-22 has not yet been announced but is assumed to be at the same rate for 2022-23

- 10.4 Before 2021-22 the teachers pay and pension grants were paid as separate grants. This has now been rolled into the DSG and any teachers pay awards or pledges to increase the starting salary for newly qualified teachers will need to be met from the overall DSG grant.
- 10.5 Overall, Haringey's provisional NFF allocation for 2022-23 is an increase of 3.1% equivalent to £8.67m. This is based on the October 2020 pupil census numbers and the final allocation will be based on the October 2021 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 1.33% equivalent to £2.8m.
 - Central School Services Block - has lost 2.5% equivalent to £0.07m.
 - Early Years Block – Not applicable as the funding is to be announced.
 - High Needs Block – uplift of 8.67% equivalent to £3.95m.
- 10.6 The actual financial position for the Dedicated Schools Grant is dependent on the final school's finance settlement for 2022-23, which is due in December 2021.
- 10.7 The Schools Forum will consider these figures at their December 2021 and January 2022 meetings.
- 10.8 The 2021 spending review (SR21) announced additional money for schools. This appears to be an increase of around 2% in real terms to the overall school system. Details are still to be released and it is unclear how much additional money will be available to schools once pay awards and increases in National Insurance Contributions are taken into account.
- 10.9 The DfE have consulted on the implementation of the hard National Funding Formula from 2023-24, which focuses on reforms to the School Block and Central School Services Block. The Council supports a funding system that continues to enable local discretion on the allocation of schools funding so that decisions being made are more responsive to the needs of schools.

DSG Reserves

- 10.10 As at Quarter 2, the DSG Reserves is expected to close with a cumulative deficit of £23.4m at the end of 2021-22. The pressure is in the High Needs Block (HNB) and is mainly due to the increase in the number of children with Education, Health and Care Plans (EHCPs) within the borough. The HNB

funding allocation has increased by over 8% in 2021-22 compared to 2020-21, however the increase in costs due to the increase EHCPs is greater than the funding available.

Table 10.2 2021-22 Year End DSG reserves forecast

Blocks	Opening DSG deficit at 01/04/2021 £m	Q2 2021-22 Forecast £m	Forecast closing DSG deficit 2021-22 £m
Schools Block	0.00	0.00	0.00
Central School Services Block	0.08	0.00	0.08
Early Years Block **	-0.11	0.00	-0.11
High Needs Block	-16.99	-6.38	-23.37
Total DSG	-17.02	-6.38	-23.40

** The Early Years Block has not yet been announced, however projected to be all passported to providers

10.11 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 Council is producing a DSG Management Plan which will be coproduced with various stakeholders, including School's Forum and shared with the DFE, which will detail the various actions to manage the DSG deficit. The plan is a live document which will continue to be shared periodically with 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 2022 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 March 2022.

12. Statutory Officers comments

Finance

- 12.1 Ensuring the robustness of the Council's 2022/23 budget and its MTFs 2022/23 – 2026/27 is a key function for the Council's Section 151 Officer. This includes ensuring that the budget proposals are realistic and deliverable. As the MTFs report is primarily financial in its nature, comments of the Chief Financial Officer are essentially contained throughout the report.
- 12.2 The draft General Fund Budget 2022/23 requires a planned draw down from reserves of £5.9m in order to be balanced and this position will be reviewed in the February report.
- 12.3 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 March.

Procurement

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

Legal

- 12.5 The Head of Legal & Governance has been consulted in the preparation of this report, and makes the following comments.
- 12.6 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.
- 12.7 The Council must ensure that it has due regard to its public Sector Equalities Duty under the Equality Act 2010 in considering whether to adopt the recommendations set out in this report.
- 12.8 In noting at paragraph 7.11.2 of the report that no new budget reduction proposals are proposed for 2022/23, were that to change then 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 on any proposals developed. In addition, the process set out in the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution will need to be followed in order to make In-year changes to the budget framework.
- 12.9 In view of the conclusion reached by the Director of Finance at paragraph 12.2 above on the ability to set a balanced budget for 2022/23, coupled with the

assurance provided at paragraph 7.13.1 above, and the Equalities comments below, 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 2022/23 and MTFS to 2026/27, including budget adjustments and capital proposals.
- 12.4 The proposed decision is for Cabinet to note the budget proposals detailed and agree to commence consultation with residents, businesses, partners, staff and other groups on the 2022/23 Budget and MTFS. The decision is recommended in order to comply with the statutory requirement to set a balanced budget for 2022/23 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 Council's priorities are underpinned by a focus on tackling inequality 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 and / or vulnerable residents, such as the proposed over £6m in Children's, Adults and Temporary Accommodation and £0.6m for the Violence against Women and Girls agenda.
- 12.6 During the proposed consultation on Budget and MTFS proposals, there will be a 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 2022.

13. Use of Appendices

Appendix 1 – Summary of Draft Revenue 2022/23 Budget and Medium Term Financial Plan 2022-2027

Appendix 2 – Summary of new Revenue budget growth proposals

Appendix 3 – Summary of total agreed Revenue budget reduction proposals
2022-2027

Appendix 4 – Draft General Fund Capital Programme 2022/23 – 2026/27

Appendix 5 – Summary of new proposed capital investment

Appendix 6 – Budget Consultation Plan

14. Local Government (Access to Information) Act 1985

2021/22 Qtr 1 and Qtr 2 Budget Reports

2021/22 Budget & MTFS 2021-2026

Description of Revenue Growth	Directorate	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	TOTAL (£000)
<p><u>Running local elections</u> This funding is to cover the estimated costs of running the Local Council Elections in 22/23 and 26/27 which are not funded via Government grant.</p>	Customer, Transformation & Resources + Corporate	500	(500)			550	550
<p><u>Back Office Statutory Functions sustainability</u> A number of the budgets for the Council's key statutory support services do not currently reflect the current/required spend to adequately support and advise the organisation, including Legal, Finance, Procurement, Emergency Planning and Information Governance, to ensure they are equipped to best support and enable the organisation in coming years.</p>	Customer, Transformation & Resources + Corporate	1,272	(75)				1,197
<p><u>Residents & Communities Engagement and Participation</u> The pandemic emphasised the importance of residents & communities engagement and participation. This investment will enable us to further develop their involvement in local decision making, shaping the services they use and be part of co-producing the borough of the future.</p>	Customer, Transformation & Resources + Corporate	100					100
		1,872	(575)	0	0	550	1,847

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New Capital for 2022/23 MTFS Programme

Description of Capital Bids	Directorate Area	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	Total (£'000)	Indicative annual Revenue Cost of Borrowing £000	Funding Source (LBH Borrowing, External, Self Financing, TBC)
<u>Web And Self Service Projects</u> The Council needs to invest in new self-service capabilities that provide for seamless modern interfaces from our web offer. We need to consolidate to work towards a single view of our customers. The investment will enable more efficient ways of working and improve the availability and quality of online services. It will also look to identify where any cost efficiencies can be realised or redeployed. This bid is funded by Council borrowing.	Customers Transformation and Resources	1,000	750	0	0	0	1,750	96	LBH Borrowing
<u>Automation Solutions</u> This bid is for funding to trial and implement impactful automation solutions for the Council and provide new solutions using a set of standardised automation platforms for our customers and businesses. This bid is funded by Council borrowing.	Customers Transformation and Resources	250	250	0	0	0	500	28	LBH Borrowing
<u>EDM (Enterprise Data Management) Project</u> This scheme will provide resourcing for data management projects in order to ensure Council processes remain efficient and the organisation is able to make the best use of its data to inform service management and decision making. This project includes resourcing the new procurement system required, due to legislative changes. This bid is funded by Council borrowing.	Customers Transformation and Resources	1,000	1,000	500	0	0	2,500	138	LBH Borrowing
<u>Data Centre and New Civic Centre</u> This bid allows for the move of the data centre from River Park House. This work includes capital project resource costs, wi-fi-installation, comms line moves, data centre creation, generator moves, air conditioner moves or purchase, AV systems and possible other software solutions. This bid is funded by Council borrowing.	Customers Transformation and Resources	1,500	1,000	1,500	500	0	4,500	248	LBH Borrowing
<u>Capital Programme Contingency</u> This proposal is for the creation of capital contingency in the capital programme to assist in managing any unforeseen variations. This bid is funded by Council borrowing.	Customers Transformation and Resources	1,000	0	0	0	0	1,000	55	LBH Borrowing
		4,750	3,000	2,000	500	0	10,250	564	

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APPENDIX E: 2022/23 - 26/27 DRAFT CAPITAL PROGRAMME

Key for Source of Funding	
H	Haringey Borrowing
S	Self-Financing
E	External

Your Council

			2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2022/23 - 26/27 Total	Source of Funding
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION	£,000	£,000	£,000	£,000	£,000	£,000	
316	Asset Management of Council Buildings	This scheme funds works to the council's operational buildings.	9,031	4,381	5,500	6,100	2,000	27,012	H
330	Civic Centre Works	This scheme is for the Civic centre refurbishment works	14,500	13,500	14,000	3,750	500	46,250	H & S
602	Corporate IT Board	This budget is funding IT development to support the new ways of working	3,650	2,000	500	0	0	6,150	H
604	Continuous Improvement	This budget delivers upgrade to the council's IT infrastructure.	950	950	950	950	950	4,750	H
607	Financial Management System Replacement	The budget is to fund upgrades to the existing SAP system to enhance functionality	650	0	0	0	0	650	S
653	Capital Support for IT Projects	This budget provides IT support to other schemes in the programme and it's self-funding.	450	450	450	450	0	1,800	S
655	Relocation of Data Centre	This bid allows for the move of the data centre from River Park House. This work includes capital project resource costs, wi-fi-installation, comms line moves, data centre creation, generator moves, air conditioner moves or purchase, AV systems and possible other software solutions.	1,500	1,000	1,500	500	0	4,500	H
699	P6 - Approved Capital Programme Contingency	This is the approved capital programme contingency.	1,000	0	0	0	0	1,000	H
Your Council			31,731	22,281	22,900	11,750	3,450	92,112	

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MTFS Savings Tracker (2021/22 - 2025/26)

Priority: Your Council

Saving fully/partially unachievable
 Saving achievable but full/partial slippage required
 Saving met in full and on time

Red
Amber
Green

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
Your Council (incl Council-Wide)							
A6.2	Audit and Risk Management	Reduction in the value of the externally procured internal audit contract; potentially changing the assurance model, or reducing the number of audits completed.	20		0	20	Amber
YC1	Out of home advertising income generation	The proposal is to recommission the street furnishing advertising contract. Moving to digital display to ensure communication messages can be updated quickly, and to remove printing costs.	5		5	0	Green
20/25-YC02	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by CIPFA, is a counter fraud service developed to supply data analytics, investigations and recoveries service for London local authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.	25		25	0	Green

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
20/25-YC10	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertising, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	52		26	26	Amber
YC106	Reduction in Legal Services Support		163		163	0	Green
YC105	Digital Services - Establishment Savings		250		250	0	Green
YC101	Finance Savings		202		202	0	Green
YC109	HR Savings		105		105	0	Green
Total: Your Council			822	0	776	46	
Digital Together		Cross-Cutting Saving Proposal	750	90	90	660	Amber/ Red
Total: Your Council + Cross-Cutting Savings			1,572	90	866	706	

MTFS Agreed Savings (2021/22 - 2025/26)

Priority: Your Council

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	Total £'000
Your Council (incl Council-Wide)								
A6.2	Audit and Risk Management	Reduction in the value of the externally procured internal audit contract; potentially changing the assurance model, or reducing the number of audits completed.	20					20
YC1	Out of home advertising income generation	The proposal is to recommission the street furnishing advertising contract. Moving to digital display to ensure communication messages can be updated quickly, and to remove printing costs.	5	6	6			17
20/25-YC02	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by CIPFA, is a counter fraud service developed to supply data analytics, investigations and recoveries service for London local authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.	25					25

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	Total £'000
20/25-YC04	Finance Savings	The proposal seeks to make efficiency savings across the Finance function from a combination of: * Increased income - from providing services to external bodies and further revisions to recharging to non-GF heads * Reductions to the staff establishment enabled by the embedding of the Business Partner model * Longer term staff savings arising from the planned update or replacement of the Council's current finance system. These savings are not expected to be realised until 2022/23		200				200
20/25-YC10	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertsing, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	52	50				102
YC106	Reduction in Legal Services Support		163					163
YC105	Digital Services - Establishment Savings		250					250
YC101	Finance Savings		202					202
YC109	HR Savings		105	240				345
Total: Your Council			822	496	6	0	0	1,324
	Digital Together	Cross-Cutting Saving Proposal	750	2,250				3,000
Total: Your Council + Cross-Cutting Savings			1,572	2,746	6	0		4,324