

Report for: Cabinet 9 July 2019

Title: Budget Report & MTFs Update

Report authorised by : Jon Warlow, Director of Finance

Lead Officers: Frances Palopoli ext 3896
email - frances.palopoli@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The 2019/20 Budget/Medium Term Financial Strategy (MTFS) 2019/20-2023/24 report was agreed by Cabinet and subsequently Full Council in February 2019.

This report provides

- An update on the impact of the provisional General Fund (GF) 2018/19 outturn on Council finances (section 7)
- A summary of the 2019/20 budget position at period 2 (May) including delivery of agreed savings (section 8)
- An update on local changes to the MTFs assumptions outlined in the February report including an update on the National economic picture and local authority funding (section 9)
- An update on progress with the “live budgeting” agenda, the business planning process to deliver a balanced 2020/21 budget and refreshed MTFs. It provides detail of the proposed Invest to Save Programme in Children’s Services and also sets out further budget changes now proposed to be incorporated into the future MTFs (2020-2025) (section 10).

2. Cabinet Member Introduction

It is positive to note that the in-year position currently forecast is better than at the same time last year which I believe reflects the impact of the budget realignments undertaken as part of the 2019/20 budget build.

I welcome the progress and ambition that our Children’s services are now showing in bringing forward a suite of Invest to Save proposals which will have a positive impact on delivering the MTFs as well as beneficial outcomes for children and young people in our Borough in line with the agreed Borough Plan objectives.

You will see a number of items in the report related to Alexandra Palace & Park Trust (APPCT) and I would urge colleagues to support the proposed recommendations as these form part of our role as Trustee.

Finally, I would underline the impact of likely delays to the Spending Review 2019 (SR19) and other previously proposed changes to the Local Government funding mechanism on the MTFs. This moves us away from the planning certainty of 3-4-year funding and fails to address the structural funding shortfall within the Local Government system.

3. Recommendations

Cabinet is recommended to:

- 3.1 Note the forecast revenue outturn for the General Fund (GF) at Period 2 (May 2019)
- 3.2 Note the forecast delivery of agreed 2019/20 savings at Period 2 (May 2019)
- 3.3 Note the updates to the local and national budgetary position
- 3.4 Agree the budgetary changes in Section 10.3 to be incorporated into the future MTFs (2020-2025)
- 3.5 Approve the revenue budget variations associated with the Children's Services Invest to Save Programme in Paragraph 10.7 and Appendix 3; and
- 3.6 Delegate to the Director of Children's Services in consultation with the Cabinet Member for Children & Families future decisions on the Invest to Save Programme (except for SEND Transport) subject to the outcomes of any necessary Equalities Impact Assessment and consultation and any other relevant consideration
- 3.7 Note the contractual dispute between the APPCT and a contractor set out in paragraph 8.9 and in the recommendations in part B report.

4. Reasons for decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. The Council has a statutory duty to set a balanced budget each year and having a clear financial strategy and the maintenance of a medium-term financial plan which is reviewed and updated regularly are critical in delivering this statutory duty. Accordingly, the report proposes changes now to be implemented in year and incorporated into the future MTFs (2020-2025).

5. Alternative options considered

The council has a legal responsibility to set a balanced budget and have a medium term financial strategy. Financial planning is a complex process and requires regular review of current and forecast spending and funding assumptions at both local and national level in order to update financial planning models in a timely fashion to ensure budgetary decisions are made with the fullest information available. Accordingly, no other options have been considered.

6. Background information

- 6.1 The 2019/20 Budget/Medium Term Financial Strategy (MTFS) 2019/20-2023/24 report agreed by Cabinet and subsequently Full Council in February 2019 took

actions to de-risk the base budget position which included directing additional funding to Children's (£7.6m) and Adults (£7m) and formally writing off £9.8m previously agreed savings no longer achievable.

- 6.2 This strategy meant that the ongoing structural gap did not significantly change, given the reliance on £5.5m of reserves to be used in 2019/20 to balance the budget which cannot be assumed to be repeated in subsequent years. However, re-directing resources towards the two People related serves provides greater confidence of managing within the agreed budget as well as delivering agreed budget reduction proposals. The size of savings to be achieved, alongside business as usual activity, still retains a delivery risk and the budget for 2019/20 maintains the Resilience reserve at £7.2m which continues across the whole of the MTF5 period to be used to mitigate any in-year overspend/delay in implementation of planned savings. It is important that the Council also looks to find alternative solutions (in year mitigations) as and when savings issues or base budget pressures arise. Similarly, it is important that the Council makes progress on both designing and, where possible, implementing the measures needed to address its future year's structural funding gap at the earliest point.
- 6.4 The February report outlined an emerging new approach to the Council's current budget setting and periodic corporate monitoring processes which could be developed to support a "live budgeting" type of approach. This will help risk manage the in year budget delivery position and allow the Authority to get the best start for the forthcoming year.

7. Provisional 2018/19 Outturn

- 7.1 The provisional GF outturn reported to Cabinet on 18 June 2019 was in line with the forecast at Qtr 3 which projected a service outturn deficit of around £9.0m (excluding DSG) mitigated at year end through Corporate measures. The final figure was a small underspend of £0.3m which has been added to the Council's un-earmarked General Fund reserve.
- 7.2 In the light of the outturn position additions to, and re-balancing between, reserves took place with the ultimate aim of directing resources to support the transformational agenda and provide further resilience against under delivery of the agreed and future savings programme. A total of £7m was achieved and was allocated as follows:
- £2.1m – IT Infrastructure reserve
 - £2.7m – Transformation reserve
 - £2.2m – Resilience reserve
- 7.3 The 2019/20 Transformation & enhanced IT Infrastructure reserves will focus on pump priming pilot innovations to test if they will deliver the required change at scale and providing the required staff and technology to enable specific, largescale transformations that will provide larger scale returns in terms of savings and income. So, for example, as the council's priorities increasingly move towards new ways of delivering services, including a stronger focus on

prevention, digital access and automated processes, the reserve will prioritise those innovations that might start small but can scale quickly. Equally, we will see a greater proportion of reserve spending on technology enablers in 2019/20.

- 7.4 The Resilience reserve now includes capacity to deal with the impact of the negative DSG reserve balance. As referenced in the Outturn report, officers have already begun work on a recovery plan and an update will be included in the Qtr 1 budget monitoring report presented in September.
- 7.5 Whilst the above reports a positive betterment to the Council's balances, Members should note that a drawdown of £5.5m has already been agreed to set a balanced 2019/20 budget. This already offsets therefore any improvement in the earmarked reserves position reported in 2018/19 outturn.

8. Period 2 (May) 2019/20 Forecast Outturn and Delivery of Agreed Savings

- 8.1 A full review of the agreed 2019/20 budget including forecast outturn across all budget areas including DSG, HRA and capital will be carried out at the end of Qtr 1 (Period 3) and presented to Cabinet in September. This will also include a robust assessment of the delivery of agreed 2019/20 savings and those for subsequent years.

As an enhancement to previous years' budget reporting and in order to ensure that there is an early understanding of the financial position, a high level review was carried out at the end of May 2019 (Period 2) which shows that there is currently a forecast overspend of £3.4m as shown in the table below. It is early in the financial year and the expectation is that Corporate Board will put in place mitigating actions to address this.

| Directorate | Revised Budget | Base Budget Pressures | 2019/20 Savings Challenges | Mitigation | Forecast Outturn | Variance |
|----------------------------------|----------------|-----------------------|----------------------------|-------------|------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Childrens Services | 56,705 | 0 | 0 | 0 | 56,705 | 0 |
| Adults & Health | 104,260 | 1,700 | 0 | 0 | 105,960 | 1,700 |
| Environment & Neighbourhood | 25,575 | 824 | 800 | 0 | 27,199 | 1,624 |
| Housing Regeneration, & Planning | 15,220 | 0 | 0 | 0 | 15,220 | 0 |
| Transformation & Resources | 10,024 | 300 | | -200 | 10,124 | 100 |
| Finance | 26,804 | 0 | 0 | 0 | 26,804 | 0 |
| Corporate Governance | 2,314 | 0 | 0 | 0 | 2,314 | 0 |
| Chief Executive | 281 | 0 | 0 | 0 | 281 | 0 |
| Total Expenditure | 241,182 | 2,824 | 800 | -200 | 244,606 | 3,424 |
| External Funding | (241,182) | 0 | 0 | 0 | 0 | 0 |
| Net Budget | 0 | 2,824 | 800 | -200 | 244,606 | 3,424 |

Further detail of base budget pressures by Directorate is provided below. n.b. The Qtr1 monitoring report will present the table and narrative in the normal Priority reporting structure.

Children's Services – balanced with some risk of non- delivery of savings for 2019/20

- 8.2 The service is closely tracking it's spend in key areas where it knows it has challenges such as placements, legal costs associated with care proceedings agency staffing costs in key teams and it's spend on supporting families with no recourse to public funds (NRPF) which overspent by c. £1m in 2018/19. At this time there are no reported forecast budgetary overspends.

Adults & Health - £1.7m overspend and potential risk of non-delivery of 2019/20 savings

- 8.3 The underlying run rate in 2018/19 resulted in an overspend of £6.2m, which has been partially mitigated by growth of £4.5m added to the base budget for Osborne Grove (£0.3m), demographic growth (£1.2m) and write back of pre-agreed savings (£3.0m) however, this leaves a 2019/20 in-year pressure of £1.7m. This all relates to packages of social care across each of the main categories (physical disabilities, learning disabilities and older people).

Environment & Neighbourhood - £0.824m overspend

- 8.4 Services will continue to work on potential mitigations but the current main pressures are as follows:

Commissioning & Client - overspend of £0.348m:

Pressure in Waste due to continued under-achievement of previous MTFS savings around additional income generated from green and bulky waste.

Community Safety & Enforcement - overspend of £0.476m:

Pressure from staffing levels in CCTV Enforcement (£0.369m) and under-achievement of income for Licencing & Pest Control (£0.107m).

Housing Regeneration & Planning – balanced

- 8.5 There are risks that are currently being monitored closely which include the following:

Strategic Property – progress in achieving income targets.

Planning - Risks of a potential loss of pre-app and application income (due to market, Brexit and loss of confidence in Haringey). This might be mitigated over the year if the Council housebuilding programme increases.

Transformation & Resources - £0.1m overspend

- 8.6 Initial projections in HR are showing an £0.8m pressure: £0.5m on unfunded HR transformation teams (Reward and Workforce) and £0.3m on Schools income (traded services and a defunct maternity insurance scheme). A decision to fund the Reward and Workforce teams from the Transformation reserve for 2019/20 combined with other mitigations reduce the resultant pressure down to £0.1m at this point. The long-term funding solution for the HR function will be addressed as part of the service- wide review currently underway.

- 8.7 **Finance, Corporate Governance, Chief Executive & External Funding - balanced**
Currently expecting to operate within agreed budgets.

- 8.8 **Delivery of 2019/20 Agreed Savings**
The table below summarises the agreed savings for 2019/20 with commentary and forecast on 2019/20 delivery. Currently (Period 2) the only saving clearly identified as at risk is the “Alexandra House decant” (£0.8m) It is recommended that alternative mitigations are sought, at least to cover the impact this year.

| Directorate | 2019/20 Savings Target | Period 2 Forecast | P2 Variance | Commentary |
|--|------------------------|-------------------|-------------|---|
| | £'000 | £'000 | £'000 | |
| Childrens Services | 1,602 | 1,602 | 0 | 19.5% currently at risk but action being taken to address. |
| Adults & Health | 4,390 | 4,390 | 0 | £0.5m have no concrete savings plans but AD's have been tasked with identifying resolution |
| Environment & Neighbourhood | 2,415 | 1,615 | 800 | Saving depends on vacating floors in Alex House and then identifying appropriate tenants. Vaccation of floors has been delayed impacting on overall delivery. |
| Housing, Regeneration, & Planning | 2,290 | 2,290 | 0 | |
| Transformation & Resources | 1,600 | 1,600 | 0 | FOBO-related restructure savings show some risk of slippage. Consultations have been accelerated in mitigation. Further update for Qtr 1 |
| Corporate Governance | 150 | 150 | 0 | |
| Chief Executive incl. Strategy & Comms | 129 | 129 | 0 | |
| TOTAL | 12,576 | 11,776 | 800 | |

Appendix 2 provides detail of all the savings agreed for 2019/20 and across the remainder of the current MTFS. A more detailed update on delivery progress and confidence will be included in the Qtr 1 budget report to Cabinet in September.

- 8.9 **Capital Programme**
The agreed capital programme has been updated for the carry forwards agreed by Cabinet at its meeting of the 18th June 2019. The final outturn was £108.040m against a budget of £229.924m. Whilst the outturn represents 53% of the budget it was an improvement on the 2017/18 position of 37%. It should be noted that the capital slippage has not resulted in any lost resources.

The table below now incorporates all underspends agreed to be carried forward. Detailed monitoring of the capital programme will be reported to Cabinet in the Qtr 1 budgetary control report in September.

| | Approved B/F Budget Underspend from 2018/19 | Original (MTFS) Budget 19/20 | 19/20 Budget Adjustment / Virement | Full year Revised Budget |
|---------------------|--|-------------------------------------|---|---------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| People - Children's | 6,457 | 11,752 | 0 | 18,209 |
| People - Adults | 2,905 | 5,720 | 0 | 8,625 |
| Place | 6,311 | 22,850 | 0 | 29,161 |
| Economy | 39,875 | 118,110 | 75 | 158,061 |
| Housing (GF) | 16,842 | 34,332 | 0 | 51,174 |
| Housing (HRA) | 23,574 | 54,183 | 0 | 77,757 |
| Your Council | 11,963 | 8,140 | 0 | 20,103 |
| | | | | |
| Total | 107,928 | 255,087 | 75 | 363,091 |

The Council has been notified of a contractual dispute between the Alexandra Palace & Park Charitable Trust (APPCT) the details of which are set out in the exempt part B of this report.

9. MTFS Update including the National economic picture and local authority funding

- 9.1 The assumed funding gap at February 2019 can be illustrated by the table below and showed a cumulative gap of £20.5m across the period 2020/21 – 2023/24.

| | 2018/19 Budget £'000 | 2019/20 (Draft) Budget £'000 | 2020/21 Projected £'000 | 2021/22 Projected £'000 | 2022/23 Projected £'000 | 2023/24 Projected £'000 |
|---|----------------------------|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Priority 1 - Children Services | 54,525 | 58,310 | 56,928 | 56,838 | 56,838 | 56,838 |
| Priority 2 - Adults Services | 79,241 | 82,312 | 79,201 | 79,196 | 79,235 | 79,135 |
| Priority 3 - Environment & Neighbourhoods | 27,920 | 26,652 | 24,887 | 24,287 | 24,217 | 24,147 |
| Priority 4 - Regeneration & Growth | 4,716 | 1,173 | 1,508 | 1,508 | 1,508 | 1,508 |
| Priority 5 - Housing Services | 19,833 | 18,888 | 18,180 | 17,606 | 17,606 | 17,606 |
| Priority X - Corporate Services | 38,281 | 35,805 | 33,856 | 33,831 | 33,825 | 33,819 |
| Council Wide | 25,594 | 23,528 | 35,876 | 41,597 | 51,003 | 58,909 |
| Net Budget Requirement | 250,110 | 246,668 | 250,437 | 254,863 | 264,232 | 271,962 |
| Planned Contributions from Reserves | - | (5,487) | - | - | - | - |
| Further savings to be identified | - | (0) | (13,172) | (13,983) | (18,095) | (20,470) |
| Total General Fund Budget | 250,110 | 241,181 | 237,265 | 240,880 | 246,137 | 251,492 |
| New Homes Bonus | 2,736 | 2,541 | 2,200 | 2,200 | 2,200 | 2,200 |
| Adult Social Care Grant | 718 | - | - | - | - | - |
| Revenue Support Grant | 30,202 | - | - | - | - | - |
| Council Tax | 102,317 | 101,982 | 105,051 | 108,213 | 111,470 | 114,825 |
| Retained Business Rates | 20,729 | 36,484 | 32,436 | 31,980 | 32,480 | 32,980 |
| Top up Business Rates | 56,702 | 65,196 | 65,165 | 66,060 | 67,560 | 69,060 |
| Total Main Funding | 213,404 | 206,202 | 204,852 | 208,452 | 213,710 | 219,065 |
| Public Health | 20,209 | 19,677 | 19,677 | 19,677 | 19,677 | 19,677 |
| Other Core Grants | 13,847 | 11,453 | 10,586 | 10,601 | 10,601 | 10,601 |
| Council Tax Surplus | 2,650 | 3,850 | 2,150 | 2,150 | 2,150 | 2,150 |
| Total - Other Funding/Core Grants | 36,706 | 34,979 | 32,413 | 32,428 | 32,427 | 32,427 |
| TOTAL (External) Funding | 250,110 | 241,181 | 237,265 | 240,880 | 246,137 | 251,492 |
| Opening General Fund Balance | 15,493 | 15,493 | 15,493 | 15,493 | 15,493 | 15,493 |
| Closing General Fund Balance | 15,493 | 15,493 | 15,493 | 15,493 | 15,493 | 15,493 |

NB. The 2018/19 closing General Fund balance is the in-year position reported at Month 8

9.2 The following paragraphs provide a high level analysis of required or potential changes to the assumptions included in the February report drawing on both funding and expenditure changes at a local and national level.

Spending Review 2019 (SR19)

9.3 As part of the Governments macro-economic planning process all Government department budgets are effectively reviewed in detail and expenditure totals set for the following 3-4 years. In the local government context, these reviews set the overall funding envelope available within the system subsequently translated into the annual local government finance settlements announced in December each year. The Local Government sector had expectations that the SR19 review would address or at least recognise the serious un-met funding issues particularly within Adult Social Care (ASC), SEND and Homelessness.

- 9.4 The Council's February report assumed that Government would carry out the SR19 over the summer with revised governmental budgets agreed during Autumn 2019 ahead of the next LG finance settlement. However, the impact of Brexit means that is widely assumed now that this will no longer happen. At this point, the most likely scenario is that the 2019/20 Local Government funding position would be used as the basis for a shorter-term settlement for 2020/21 at least and potentially for 2021/22.

Fair Funding Review and Business Rates Retention (BRR) / Reset

Fair Funding Review

- 9.5 In February 2016 Government announced a 'Fair Funding Review' to affect how the overall Local Government funding level agreed in the next Spending Review (SR19 in this case) is allocated and redistributed between local authorities from April 2020 onwards. There would likely be a transitional element, to smooth the impact of any major changes arising from the model change, to arrive at an individual **baseline funding level**.
- 9.6 The Government's timetable for completion of this review has also been delayed and is also significantly interlinked with the SR19 and it is unclear whether the review will conclude in time to impact on the next Local Government finance settlement.
- 9.7 In the meantime, the Council should continue to participate in further consultations over proposed changes to overall mechanism. Key points that London Councils continue to lobby on are:
- Containment of national funding crisis in CSC & ASC
 - Address the specific factors that drive London's homelessness crisis
 - Address specific cost pressures related to UASC & NRPF – linked to London's greater levels of migration

Business Rates Retention / Reset

- 9.8 The Council joined the London Business Rates Pool in 2018/19 at which point the pool was allowed to retain 100% of specified growth across London. In 2019/20 the pool has been allowed to continue albeit retaining 75% of such growth. For 2020/21, it is expected that the Pool discontinues and a National 75% growth retention scheme is implemented. Retained growth is defined with reference to an agreed business rates baseline. These baselines are also expected to be reset for 2020/21.
- 9.9 While the authority has had the benefit from the pool for 2 years (£6.4m 18/19; £2.7m forecast for 2019/20), it is extremely difficult to forecast what the position will be for 2020/21 onwards, although the coming into business rating of the new Spurs stadium may mitigate any decrease in business rates retention.

Pressures Update

Demand

- 9.10 The Adults Social Care budgets are most impacted by growth in demand and have been working on projecting demand growth over the medium term. The current estimated pressure suggests annual percentage rises of between 2.51% and 2.93% equating to an £11.1m financial impact across the period to 2023. These figures are gross and the service are actively looking at options to manage the demand down however, this level of pressure will be difficult to contain, even within the context of service redesign and transformative programmes.

Dedicated Schools Grant (DSG)

- 9.11 The DSG is provided by Government and covers four funding blocks or streams. Over the recent past, the High Needs block has come under intense pressure as demand has increased coupled with legislative changes which place a requirement on providing support for young people up to 25 years of age. In 2018/19 the High Needs block overspent by £4.3m which could not be mitigated by underspends in Schools and Early Years blocks or the brought forward reserve balance. This led to a year end notional negative balance of £2.2m. As explained in the Outturn report to Cabinet, this negative reserve is presently held on the Council's balance sheet as part of its Services reserve and is offset by its other component balances.
- 9.12 The Childrens Service along with Schools Forum have already embarked on a recovery plan but forecasts are that the deficit will increase during 2019/20. The impact of the recovery plan will be monitored and reported back to Cabinet via the quarterly budget reports.

Pensions

- 9.34 The triennial 'revaluation' of the Haringey Pension Fund is taking place over the course of this financial year. The final result of this 2019 assessment will not be known until January 2020 however the indications we have at this stage are that Council contributions are unlikely to need to rise.
- 9.14 A further potential pressure could arise on the back of a current age discrimination challenge in the judges public sector pension scheme. Any ruling would apply to all other public sector schemes. There is much uncertainty over both the outcome and timing of any judgement on this case so is difficult to forecast. Based on current advice from the Government Actuary's Department the impact for Haringey could be between nil and £3m additional annual contribution into the pension fund. This will be kept under review but the outcome may not be known in time to build into the 2020/21 budget.

Other Pressures / Risks

- 9.15 The current MTFs has built in an annual £0.5m increase to cover the additional NLWA levy associated with the proposed new waste disposal and recycling plant. This is being kept under review.

9.16 The key risks identified in February are still relevant but arguably the most significant (in terms of size and impact) are:

- The on-going uncertainty over Brexit and the implication of whatever arrangement is put into place. The Council is actively assessing and planning as to how it might need to respond to consequences of Brexit. While the government has recently announced a grant of £210k over two years, the actual costs associated with dealing with the ramifications will almost certainly be higher. This provides a further case for an ongoing Resilience reserve.
- Delay in delivering the expected SR19 along with uncertainty over the BRR model, percent (%) kept locally and the impact of any reset.

10. 2020/21 Business Planning Process

10.1 In order to meet the Council's ambitions for improving outcomes for residents whilst managing a reducing resource base, significant and sometimes transformative change is required.

10.2 As highlighted in paragraph 6.0, against the backdrop of 10 years of austerity and an uncertain national picture, it is almost inevitable that some budget reduction proposals are not delivered according to agreed profile or even agreed level. To maintain momentum and move towards a more agile organisation, able to take advantage of opportunities as soon as possible, the Council is looking to make greater use of the quarterly budget monitoring reports to obtain in year Cabinet approvals for change.

MTFS changes proposed now

10.3 The analysis of unachievable savings undertaken last financial year also included an element (£0.740m) of the Front Office/Back Office (FOBO) programme. This arose as a consequence of restructuring which meant budgets, and associated savings targets, moved out of the FOBO remit. This was omitted from the budget adjustments undertaken at the time. There are also some outstanding budgetary impacts arising from the last corporate restructure within Environment & Neighbourhoods which need to be formalised (£0.167m). These both impact on 2020/21 budgets.

10.4 The Council currently provides the Alexandra Palace and Park Charitable Trust (APPCT) with an annual revenue grant of £1.95m and an annual capital grant of £0.47m. The Park and Palace are charitable assets held on trust by the Council in accordance with the Alexandra Park and Palace Acts and Orders to "*uphold, maintain and repair the Palace and to maintain the Park as a place of public resort and recreation and for other public purposes*". These grants are made so as to discharge the Council's statutory obligations in relation to APPCT. In light of the financial pressure facing the Council and the need to explore all options in order to maintain a sustainable Council budgetary position, it is recommended that consultation commence on reducing the level of the annual revenue grant to APPCT by 10% from 2020/21 onwards.

10.5 It is therefore recommended that the changes outlined in paragraphs 10.3 & 10.4 are incorporated into the future MTFS (2020-25).

10.6 It should also be highlighted that there is an exempt part of this report addressing other matter relating to APPCT's current position.

Invest to Save Programme (Children's Services)

10.7 The Children's Service have developed an invest to save programme consisting of 6 projects:

1. SEND Transport
2. In-House Foster Care
3. Family Centres
4. Edge of Care
5. Pause
6. Additional Foster Care Rooms

£1.425m of flexible capital receipts has already been set aside within the current medium financial strategy to fund this programme along with capital resources of £0.624m contained within the agreed capital programme (Schemes 117 & 199). Cabinet are now asked to approve the additional revenue budgetary adjustments to enable the programme to progress.

The forecast implications for the Children's revenue budget are shown in the table below. The adjustments to the Children's revenue budget are within the agreed budgetary framework and highlight the net on-going benefit of this Programme across 2019/20 – 2021/22.

| Children's Services Invest to Save Programme | 19/20 | 20/21 | 21/22 | Totals |
|---|--------------------|--------------------|--------------------|--------------------|
| | £000 | £000 | £000 | £000 |
| Net Savings | (417,162) | (2,180,628) | (3,149,849) | (5,747,639) |
| Capital Investment | (234,500) | (300,000) | (90,000) | (624,500) |
| Flexible use of Cap' Rec' | (1,000,000) | (300,000) | (125,000) | (1,425,000) |
| Net Revenue Benefit | (1,651,662) | (2,780,628) | (3,364,849) | (7,797,140) |
| Less already assumed MTFS Savings | 505,000 | 505,000 | 505,000 | 1,515,000 |
| Total further revenue savings | (1,146,662) | (2,275,628) | (2,859,849) | (6,282,140) |

Any future decisions relating to the SEND Transport project, if above the key decision threshold, would come back to Cabinet for decision. Further detail behind each project and the forecast investment and savings is provided in Appendix 3.

Emerging New Budget Reduction Proposals

- 10.8 The February 2019 Budget/MTFS report set out some high-level themes aligned to the Borough Plan objectives where transformation and change opportunities were likely to emerge from.

Two all Member sessions have been carried over the last few weeks to share where this work has moved forward since February. The opportunities highlighted will be further developed over the summer with updates provided according to the timetable below.

Business Planning Process 2020/21

- 10.9 The next steps within the 2020/21 business planning process, ultimately culminating in a balanced 2020/21 budget and refreshed MTFS now covering 2020/21-2025 are set out below.

- September 2019 Qtr 1 budget monitoring report and budget update
- December 2019 Budget and MTFS report

11. Contribution to strategic outcomes

Adherence to strong and effective financial management will enable the Council deliver it's stated objectives and priorities.

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

Finance

The Chief Finance Officer notes the forecast outturn position for the year outlined in section 8 and while an overspend is forecast, it is considerably lower than the position reported at Qtr1 last year. This is a welcome change but, as section 9 underlines, there are still considerable budget savings to be delivered and even more to identify and it is therefore imperative that action is taken now to tackle the forecast budget pressures and ensure that delivery of the agreed savings is in hand.

Section 10 reaffirms the Council's wish to move towards a more active, live budgeting approach. In the face of the scale of the financial pressures facing the Council this is to be supported as it should enable to Council to take advantage of identified benefits at an early stage and also react in a timely manner to any threats.

This will be an increasingly important approach in the light of the continuing austerity agenda and further funding uncertainty due to delays in Government policy and funding announcements.

Procurement

Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions and meet MTFS

Legal

The Assistant Director of Corporate Governance has been consulted on this report.

Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

The Cabinet is responsible for approving revenue virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I Paragraph 5.31, and within the Executive's functions at Part 3 Section C, of the Constitution.

Equality

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.

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 applies to the first part of the duty.

The Council's budget and its Medium Term Financial Strategy (MTFS) are aligned with the Haringey Borough Plan for 2019-23. All priorities have delivery plans including a clear vision, objectives and performance indicators that will be publicly available, ensuring that our progress against those targets is transparent.

In the context of delivering millions of pounds worth of savings, the Council will need to make changes to the way it delivers its services, as detailed in this document. In each area, where budget reductions have adverse impacts on service users detailed analyses will be conducted to identify and mitigate the impact.

At this stage, the assessment of the potential impact of decisions is high level and has not yet been subject to a detailed quantitative and qualitative analysis. As proposals are developed, full impact assessments will be completed and consulted on, identifying any work needed to mitigate the impact on protected groups. Haringey's Forward Plan document should be consulted to find out when individual projects will be brought to Cabinet, and to view any corresponding EqlAs.

13. Use of Appendices

- 9.1** Appendix 1 2019/20 Budget Book
Appendix 2 Agreed Revenue Savings
Appendix 3 Children’s Services Invest to Save Programme

14. Local Government (Access to Information) Act 1985

25/02/2019 Full Council Report: 2019/20 Budget and Medium Term Financial Strategy (2019/20-2023/24)

2019/20 Budget Book: <https://www.haringey.gov.uk/local-democracy/performance-and-finance/council-budget/council-budget-2019-20>

APPENDIX 1.

| London Borough of Haringey Budget Book 2019/20 | | Expenditure | | | Income | | | Net Expenditure |
|---|--|-------------------------------|-----------------------|----------------------|---------------------|--------------------------------|---------------------|--------------------|
| | | Gross Budget (Expenditure) | Corporate Overhead | Total Expenditure | Income | Overhead Recharge Income | Total Income | |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Priority | | 664,354.41 | 42,369.00 | 706,723.41 | (422,830.01) | (42,711.40) | (465,541.41) | 241,182.00 |
| Housing | TOTAL Priority - Housing | 51,666.38 | 619.00 | 52,285.38 | (32,332.97) | - | (32,332.97) | 19,952.40 |
| | Housing & Growth | 41,927.79 | 333.60 | 42,261.39 | (31,948.37) | - | (31,948.37) | 10,313.02 |
| | Temporary Accommodation / Homelessness | 41,135.94 | 168.10 | 41,304.04 | (31,418.74) | - | (31,418.74) | 9,885.30 |
| | Housing Strategy & Commissioned Services | 791.85 | 165.50 | 957.35 | (529.63) | - | (529.63) | 427.72 |
| | Commissioning | 8,841.33 | 69.80 | 8,911.13 | (53.20) | - | (53.20) | 8,857.93 |
| | Housing Related Support – Commissioning (Adults Housing Support Services) | 4,922.37 | 58.10 | 4,980.47 | - | - | - | 4,980.47 |
| | Housing Related Support – Commissioning (Administration) | 203.91 | 11.70 | 215.61 | (53.20) | - | (53.20) | 162.41 |
| | Housing Related Support – Commissioning (Single Homeless Support Services) | 3,715.06 | - | 3,715.06 | - | - | - | 3,715.06 |
| | Environment & Neighbourhood | 897.25 | 215.60 | 1,112.85 | (331.40) | - | (331.40) | 781.45 |
| | Private Sector Housing Team | 897.25 | 215.60 | 1,112.85 | (331.40) | - | (331.40) | 781.45 |
| People | TOTAL Priority - People | 180,583.57 | 11,525.40 | 192,108.97 | (39,840.93) | (1,211.50) | (41,052.43) | 151,056.54 |
| Children | TOTAL Children | 52,064.16 | 6,790.50 | 58,854.66 | (5,024.74) | - | (5,024.74) | 53,829.92 |
| | Director Management | 4.80 | 12.00 | 16.80 | - | - | - | 16.80 |
| | Targeted Response & Youth Justice | 1,414.60 | 447.60 | 1,862.20 | (162.00) | - | (162.00) | 1,700.20 |
| | Early Help & Family Support | 1,334.20 | 1,437.00 | 2,771.20 | (24.20) | - | (24.20) | 2,747.00 |
| | Children in Need of Support & Protection | 7,315.31 | 1,434.10 | 8,749.41 | (10.00) | - | (10.00) | 8,739.41 |
| | Children in Care and Care Leavers | 28,581.41 | 1,781.00 | 30,362.41 | (3,646.51) | - | (3,646.51) | 26,715.90 |
| | Safeguarding and Practice Quality | 1,772.80 | 279.90 | 2,052.70 | (95.30) | - | (95.30) | 1,957.40 |
| | Children's Management and Support | 2,153.20 | 30.60 | 2,183.80 | - | - | - | 2,183.80 |
| | Children & Young People with Additional Needs | 8,595.43 | 1,102.10 | 9,697.53 | (1,086.73) | - | (1,086.73) | 8,610.80 |
| | Director's Support Budget | 892.42 | 266.20 | 1,158.62 | - | - | - | 1,158.62 |
| Adults | TOTAL Adults | 98,570.33 | 2,681.90 | 101,252.23 | (31,334.39) | - | (31,334.39) | 69,917.85 |
| | Head of Assessment and Safeguarding | 692.90 | 202.10 | 895.00 | - | - | - | 895.00 |
| | Adults Assessment | 1,147.68 | 231.40 | 1,379.08 | (119.90) | - | (119.90) | 1,259.18 |
| | Mental Health | 2,118.97 | 597.50 | 2,716.47 | (16.00) | - | (16.00) | 2,700.47 |
| | Safeguarding | 766.97 | 158.90 | 925.87 | - | - | - | 925.87 |
| | Service Providers | 2,193.65 | 14.40 | 2,208.05 | (1,187.30) | - | (1,187.30) | 1,020.75 |
| | Care Purchasing | 47,861.82 | - | 47,861.82 | (9,384.98) | - | (9,384.98) | 38,476.84 |
| | Assistant Director Adult Social Care | 772.60 | 13.50 | 786.10 | - | - | - | 786.10 |
| | Integrated Access & Independence | 4,825.70 | 693.50 | 5,519.20 | (1,186.40) | - | (1,186.40) | 4,332.80 |
| | Haringey Learning Disability Partnership | 4,152.76 | 336.70 | 4,489.46 | (1,889.50) | - | (1,889.50) | 2,599.96 |
| | Care Purchasing Learning Disability | 27,858.34 | - | 27,858.34 | (2,943.11) | - | (2,943.11) | 24,915.24 |
| | Winkfield Resource Centre | 197.30 | 78.50 | 275.80 | (9.00) | - | (9.00) | 266.80 |
| | Haynes Hub | 516.90 | 126.50 | 643.40 | (0.70) | - | (0.70) | 642.70 |
| | Director Adult Social Care | 5,079.37 | 169.10 | 5,248.47 | (14,575.50) | - | (14,575.50) | (9,327.03) |
| | Principal Social Worker (PSW) | 385.37 | 59.80 | 445.17 | (22.00) | - | (22.00) | 423.17 |
| Commissioning | TOTAL Commissioning | 8,139.30 | 1,099.80 | 9,239.10 | (1,028.70) | (851.40) | (1,880.10) | 7,359.00 |
| | Early Years Commissioning | 2,639.50 | 139.60 | 2,779.10 | (232.00) | - | (232.00) | 2,547.10 |
| | Early Help Commissioning | 13.60 | - | 13.60 | - | - | - | 13.60 |
| | Looked After Children Commissioning | 667.60 | - | 667.60 | - | - | - | 667.60 |
| | Brokerage and Quality Assurance | 1,976.00 | 960.20 | 2,936.20 | (39.00) | (851.40) | (890.40) | 2,045.80 |
| | Grant to Citizens advice & Voluntary Sector | 2,457.90 | - | 2,457.90 | (755.00) | - | (755.00) | 1,702.90 |
| | Substance Misuse & HIV Commissioning | 384.70 | - | 384.70 | (2.70) | - | (2.70) | 382.00 |
| Public Health | TOTAL Public Health | 17,205.65 | 348.70 | 17,554.35 | (120.00) | (360.10) | (480.10) | 17,074.25 |
| | Children Public Health Services | 5,626.07 | - | 5,626.07 | - | - | - | 5,626.07 |
| | Children Substance Misuse | 285.00 | - | 285.00 | - | - | - | 285.00 |
| | Director of Public Health | 1,525.80 | 315.30 | 1,841.10 | - | - | - | 1,841.10 |
| | Sexual Health | 4,971.76 | - | 4,971.76 | - | - | - | 4,971.76 |
| | Life Expectancy Improvement | 500.00 | - | 500.00 | - | - | - | 500.00 |
| | Substance Misuse | 3,574.37 | - | 3,574.37 | - | - | - | 3,574.37 |
| | Public Mental Health | 133.00 | - | 133.00 | - | - | - | 133.00 |
| | Miscellaneous Public Health Services | 67.00 | - | 67.00 | - | - | - | 67.00 |
| | Emergency Planning | 326.65 | 33.40 | 360.05 | - | (360.10) | (360.10) | (0.05) |
| Assistant Director Public Health | 15.00 | - | 15.00 | - | - | - | 15.00 | |
| Non Public Health Expenditure | 181.00 | - | 181.00 | (120.00) | - | (120.00) | 61.00 | |
| Schools | TOTAL Schools | 4,604.12 | 604.50 | 5,208.62 | (2,333.10) | - | (2,333.10) | 2,875.52 |
| | Schools & Learning Management | 124.40 | 18.00 | 142.40 | - | - | - | 142.40 |
| | Governors Service | - | 9.30 | 9.30 | - | - | - | 9.30 |
| | Education of Children in Care | 349.70 | - | 349.70 | - | - | - | 349.70 |
| | Early Years | 147.90 | 284.80 | 432.70 | (95.40) | - | (95.40) | 337.30 |
| | Admissions & School Organisation | 190.92 | - | 190.92 | (25.00) | - | (25.00) | 165.92 |
| | Schools Personnel | 1,590.90 | - | 1,590.90 | - | - | - | 1,590.90 |
| | Other Schools Support Services | 2,200.30 | 292.40 | 2,492.70 | (2,212.70) | - | (2,212.70) | 280.00 |

APPENDIX 1.

| | | | | | | | | | |
|----------------------------|--|--|-------------------|------------------|-------------------|---------------------|--------------------|---------------------|------------------|
| Place | TOTAL Priority - Place | | 67,645.34 | 6,571.20 | 74,216.54 | (40,410.61) | (6,074.40) | (46,485.01) | 27,731.53 |
| | Environment & Neighbourhoods | TOTAL Environment & Neighbourhoods | 65,016.04 | 6,502.30 | 71,518.34 | (40,371.02) | (6,074.40) | (46,445.42) | 25,072.92 |
| | | Commissioning & Client | 22,361.33 | 758.10 | 23,119.43 | (8,469.17) | - | (8,469.17) | 14,650.26 |
| | | Parking, Parks & Highways | 29,097.58 | 4,190.70 | 33,288.28 | (26,540.63) | - | (26,540.63) | 6,747.65 |
| | | Community Safety & Enforcement | 4,102.33 | 937.30 | 5,039.63 | (3,181.62) | - | (3,181.62) | 1,858.01 |
| | | Assistant Director for Commercial & Operations | 1,306.60 | 395.70 | 1,702.30 | - | - | - | 1,702.30 |
| | | Operational Resilience | 8,148.21 | 220.50 | 8,368.71 | (2,179.60) | (6,074.40) | (8,254.00) | 114.61 |
| | Commissioning | TOTAL Commissioning | 679.30 | 68.90 | 748.20 | (39.59) | - | (39.59) | 708.61 |
| | | Bernie Grant Centre | 166.00 | - | 166.00 | - | - | - | 166.00 |
| | | Arts Development | 157.00 | 9.70 | 166.70 | - | - | - | 166.70 |
| Archives | | 82.50 | 18.50 | 101.00 | - | - | - | 101.00 | |
| Chief Finance Officer | Bruce Castle | 273.80 | 40.70 | 314.50 | (39.59) | - | (39.59) | 274.91 | |
| | TOTAL Chief Finance Officer | 1,950.00 | - | 1,950.00 | - | - | - | 1,950.00 | |
| | Alexandra Palace | 1,950.00 | - | 1,950.00 | - | - | - | 1,950.00 | |
| Economy | TOTAL Priority - Economy | | 14,321.74 | 3,733.70 | 18,055.44 | (13,148.43) | - | (13,148.43) | 4,907.01 |
| | Director of Housing, Regeneration & Planning | TOTAL Director of Housing, Regeneration & Planning | 97.93 | 47.90 | 145.83 | (67.00) | - | (67.00) | 78.83 |
| | | Director of Housing, Regeneration, Planning & Economic Development | 145.83 | - | 145.83 | (67.00) | - | (67.00) | 78.83 |
| | Economic Development & Growth | TOTAL Economic Development & Growth | 6,330.60 | 1,958.50 | 8,289.10 | (8,590.55) | - | (8,590.55) | (301.45) |
| | | Assistant Director Economic Development & Growth | 252.70 | 32.80 | 285.50 | (45.50) | - | (45.50) | 240.00 |
| | | Strategic Property & Economic Development | 5,542.40 | 1,565.60 | 7,108.00 | (8,150.55) | - | (8,150.55) | (1,042.55) |
| | Planning | Carbon Management | 535.50 | 360.10 | 895.60 | (394.50) | - | (394.50) | 501.10 |
| | | TOTAL Planning | 3,527.31 | 814.30 | 4,341.61 | (2,511.63) | - | (2,511.63) | 1,829.99 |
| | | Planning Management | 316.63 | 22.10 | 338.73 | (22.20) | - | (22.20) | 316.53 |
| | | Building Control | 803.12 | 176.80 | 979.92 | (738.25) | - | (738.25) | 241.67 |
| | Property & Capital Projects | Development Control | 1,308.16 | 416.60 | 1,724.76 | (1,337.88) | - | (1,337.88) | 386.89 |
| | | Planning & Transport Policy | 1,099.40 | 198.80 | 1,298.20 | (413.30) | - | (413.30) | 884.90 |
| | Regeneration | TOTAL Property & Capital Projects | 882.50 | 141.70 | 1,024.20 | (840.15) | - | (840.15) | 184.05 |
| | | Construction | 1,024.20 | - | 1,024.20 | (840.15) | - | (840.15) | 184.05 |
| | | TOTAL Regeneration | 3,483.40 | 771.30 | 4,254.70 | (1,139.10) | - | (1,139.10) | 3,115.60 |
| | | Tottenham Regeneration | 3,109.20 | 609.60 | 3,718.80 | (1,139.10) | - | (1,139.10) | 2,579.70 |
| | | Socio - Economic Regeneration | 237.30 | 59.10 | 296.40 | - | - | - | 296.40 |
| | Wood Green Regeneration | 136.90 | 102.60 | 239.50 | - | - | - | 239.50 | |
| Your Council | TOTAL Priority - Your Council | | 350,137.39 | 19,919.70 | 370,057.09 | (297,097.08) | (35,425.50) | (332,522.58) | 37,534.51 |
| | Chief Finance Officer | TOTAL Chief Finance Officer | 34,329.41 | 9,268.00 | 43,597.41 | (13,854.18) | (4,547.00) | (18,401.18) | 25,196.24 |
| | | Treasury & Other Corporate | 30,348.03 | 8,700.40 | 39,048.43 | (13,854.18) | - | (13,854.18) | 25,194.26 |
| | | Public Health | 1.70 | - | 1.70 | - | - | - | 1.70 |
| | | Corporate Finance | 3,979.68 | 567.60 | 4,547.28 | - | (4,547.00) | (4,547.00) | 0.28 |
| | Corporate Governance | TOTAL Corporate Governance | 8,677.30 | 1,322.40 | 9,999.70 | (6,386.90) | (1,299.30) | (7,686.20) | 2,313.50 |
| | | Electoral Services | 380.00 | 95.30 | 475.30 | (2.40) | - | (2.40) | 472.90 |
| | | Local Democracy | 1,930.80 | 431.60 | 2,362.40 | (1.70) | - | (1.70) | 2,360.70 |
| | | Audit & Risk Management | 1,045.50 | 138.10 | 1,183.60 | (248.60) | (957.60) | (1,206.20) | (22.60) |
| | | Legal Services | 5,163.90 | 569.00 | 5,732.90 | (6,134.20) | (341.70) | (6,475.90) | (743.00) |
| | Customer Service and Libraries | Assistant Director of Corporate Governance | 157.10 | 88.40 | 245.50 | - | - | - | 245.50 |
| | | TOTAL Customer Service and Libraries | 7,326.30 | 2,377.80 | 9,704.10 | (631.20) | (4,595.50) | (5,226.70) | 4,477.40 |
| | | Assistant Director for Corporate and Customer Service | 139.10 | 78.90 | 218.00 | (631.20) | (4,595.50) | (5,226.70) | (5,008.70) |
| | Leader and Chief Executive | TOTAL Leader and Chief Executive | 3,938.88 | 384.10 | 4,322.98 | (748.20) | (3,126.20) | (3,874.40) | 448.58 |
| | | Chief Executive | 271.60 | 9.10 | 280.70 | - | - | - | 280.70 |
| | Shared Service Centre | Strategy and Communication | 3,667.28 | 375.00 | 4,042.28 | (748.20) | (3,126.20) | (3,874.40) | 167.88 |
| | | TOTAL Shared Service Centre | 294,037.48 | 6,164.30 | 300,201.78 | (274,902.00) | (20,559.00) | (295,461.00) | 4,740.78 |
| | | Information Technology | 12,346.64 | 737.50 | 13,084.14 | (165.80) | (12,918.30) | (13,084.10) | 0.04 |
| | | Assistant Director for Shared Service Centre | 651.80 | 462.80 | 1,114.60 | (117.60) | (998.40) | (1,116.00) | (1.40) |
| | | HR | 4,224.96 | 625.10 | 4,850.06 | (1,498.00) | (3,969.10) | (5,467.10) | (617.04) |
| Revenues | | 1,780.53 | 1,906.30 | 3,686.83 | (1,679.20) | - | (1,679.20) | 2,007.63 | |
| Benefits | | 272,933.33 | 1,759.00 | 274,692.33 | (271,340.60) | - | (271,340.60) | 3,351.73 | |
| Business Support | | 1,141.26 | 382.10 | 1,523.36 | (58.80) | (1,464.60) | (1,523.40) | (0.04) | |
| Transformation & Resources | Finance | 958.96 | 291.50 | 1,250.46 | (42.00) | (1,208.60) | (1,250.60) | (0.14) | |
| | TOTAL Transformation & Resources | 451.96 | 185.50 | 637.46 | - | - | - | 637.46 | |
| | Feedback & Freedom of Information | 1.40 | - | 1.40 | - | - | - | 1.40 | |
| Strategic Procurement | Corporate Programme Management Office | 317.06 | 116.50 | 433.56 | - | - | - | 433.56 | |
| | Director for Customers, Transformation & Resources | 133.50 | 69.00 | 202.50 | - | - | - | 202.50 | |
| | TOTAL Strategic Procurement | 1,376.06 | 217.60 | 1,593.66 | (574.60) | (1,298.50) | (1,873.10) | (279.44) | |

| Net Expenditure | | Employees | Premises - related expenditure | Transport - related expenditure | Supplies and Services | Third Party Payments | Transfer Payments | Support Services | Capital Charges | Capital Financing Costs | Contingencies | Government Grants | Other Grants Reimbursement Contributions | Customer and Client Receipts | Interest | Recharges | TOTAL per Priority | |
|---------------------------|--|-------------------|--------------------------------|---------------------------------|-----------------------|----------------------|-------------------|------------------|-----------------|-------------------------|---------------------|---------------------|--|------------------------------|--------------------|--------------------|--------------------|---------------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Housing | Housing & Growth | 1,083.72 | 15,304.11 | 0.50 | 1,733.03 | 23,806.43 | - | 333.60 | - | - | - | - | - | (30,498.74) | - | (1,449.63) | - | |
| | Commissioning | 351.73 | - | 0.50 | 6.80 | 8,482.30 | - | 69.80 | - | - | - | (53.20) | - | - | - | - | - | |
| | Environment & Neighbourhoods | 831.45 | - | 16.00 | 20.50 | 29.30 | - | 215.60 | - | - | - | - | - | (331.40) | - | - | - | |
| | TOTAL | 2,266.90 | 15,304.11 | 17.00 | 1,760.33 | 32,318.03 | - | 619.00 | - | - | - | - | (53.20) | - | (30,830.14) | - | (1,449.63) | 19,952.40 |
| People | Childrens | 20,585.12 | 254.35 | 3,079.08 | 2,625.13 | 24,694.29 | 826.20 | 6,790.50 | - | - | - | (3,370.65) | (404.06) | (561.20) | - | (688.83) | - | |
| | Adults | 15,610.03 | 351.60 | 287.80 | 2,208.10 | 80,103.20 | 9.60 | 2,681.90 | - | - | - | (9,040.40) | (13,396.82) | (8,542.87) | - | (354.30) | - | |
| | Commissioning | 3,477.90 | 0.95 | 8.20 | 1,453.25 | 2,807.00 | 392.00 | 1,099.80 | - | - | - | (232.00) | - | (796.70) | - | (851.40) | - | |
| | Public Health | 1,812.40 | 1.40 | 1.20 | 112.45 | 15,278.20 | - | 348.70 | - | - | - | - | (120.00) | - | - | (360.10) | - | |
| | Schools | 3,929.99 | 96.90 | 71.05 | 506.18 | - | - | 604.50 | - | - | - | (289.30) | (30.00) | (499.80) | - | (1,514.00) | - | |
| TOTAL | 45,415.44 | 705.20 | 3,447.33 | 6,905.11 | 122,882.69 | 1,227.80 | 11,525.40 | - | - | - | (12,932.35) | (13,950.88) | (10,400.57) | - | (3,768.63) | - | 151,056.54 | |
| Place | Environment & Neighbourhoods | 14,602.79 | 6,424.75 | 490.04 | 3,422.37 | 39,750.39 | - | 6,502.30 | - | 325.70 | - | - | (1,044.72) | (34,166.17) | - | (11,234.53) | - | |
| | Commissioning | 334.10 | 58.05 | - | 177.15 | 110.00 | - | 68.90 | - | - | - | - | - | (39.59) | - | - | - | |
| | Chief Finance Officer | (2.00) | - | - | 50.00 | 1,902.00 | - | - | - | - | - | - | - | - | - | - | - | |
| | TOTAL | 14,934.89 | 6,482.80 | 490.04 | 3,649.52 | 41,762.39 | - | 6,571.20 | - | 325.70 | - | - | (1,044.72) | (34,205.76) | - | (11,234.53) | - | 27,731.53 |
| Economy | Director of Housing, Regeneration & Planning | 52.25 | - | - | 45.68 | - | - | 47.90 | - | - | - | - | - | (50.00) | - | (17.00) | - | |
| | Economic Development & Growth | 3,185.80 | 2,110.48 | 8.25 | 749.78 | 221.30 | - | 1,958.50 | - | 55.00 | - | (1,749.20) | (311.60) | (6,398.10) | - | (131.65) | - | |
| | Planning | 3,175.26 | 3.40 | 25.40 | 314.15 | 9.10 | - | 814.30 | - | - | - | - | - | (2,240.63) | - | (271.00) | - | |
| | Property & Capital Projects | 573.10 | 0.23 | 1.15 | 308.03 | - | - | 141.70 | - | - | - | - | - | - | - | (840.15) | - | |
| | Regeneration | 2,307.60 | 31.00 | - | 654.50 | 490.30 | - | 771.30 | - | - | - | - | (82.50) | - | - | (1,056.60) | - | |
| TOTAL | 9,294.01 | 2,145.10 | 34.80 | 2,072.13 | 720.70 | - | 3,733.70 | - | 55.00 | - | (1,749.20) | (394.10) | (8,688.73) | - | (2,316.40) | - | 4,907.01 | |
| Your Council | Chief Finance Officer | 10,507.38 | 229.00 | 1.00 | 1,535.30 | 16,377.62 | - | 9,610.40 | - | 8,135.29 | (2,798.58) | (6,669.00) | - | (5,810.67) | (136.50) | (5,785.01) | - | |
| | Corporate Governance | 5,170.50 | 14.90 | 37.50 | 3,203.20 | 251.20 | - | 1,322.40 | - | - | - | - | (143.90) | (1,889.10) | - | (5,653.20) | - | |
| | Customer Service and Libraries | 6,007.50 | 653.20 | 7.70 | 547.90 | 110.00 | - | 2,377.80 | - | - | - | - | - | (358.70) | - | (4,868.00) | - | |
| | Deputy Chief Executive | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Leader and Chief Executive | 2,652.03 | 21.55 | 3.20 | 1,225.10 | 37.00 | - | 384.10 | - | - | - | - | - | (293.80) | - | (3,580.60) | - | |
| | Shared Service Centre | 14,362.18 | 106.15 | 32.70 | 7,703.95 | 991.00 | 270,032.90 | 6,164.30 | 808.60 | - | - | (269,533.70) | (3,461.70) | (48.70) | - | (22,416.90) | - | |
| | Transformation & Resources | 449.66 | - | 0.40 | 1.90 | - | - | 185.50 | - | - | - | - | - | - | - | - | - | |
| | Strategic Procurement | 1,295.86 | 0.40 | 2.20 | 77.60 | - | - | 217.60 | - | - | - | - | (84.60) | (490.00) | - | (1,298.50) | - | |
| TOTAL | 40,445.11 | 1,025.20 | 84.70 | 14,294.95 | 17,766.82 | 270,032.90 | 20,262.10 | 808.60 | 8,135.29 | (2,798.58) | (276,202.70) | (3,690.20) | (8,890.97) | (136.50) | (43,602.21) | - | 37,534.51 | |
| TOTAL - Priorities | | 112,356.35 | 25,662.41 | 4,073.87 | 28,682.04 | 215,450.63 | 271,260.70 | 42,711.40 | 808.60 | 8,515.99 | (2,798.58) | (290,937.45) | (19,079.90) | (93,016.16) | (136.50) | (62,371.40) | - | 241,182.00 |
| Funding | National Non Domestic Rates Allocation | - | - | - | - | - | - | - | - | - | - | (65,529.51) | - | (37,388.49) | - | - | - | |
| | Collection Fund requirement | - | - | - | - | - | - | - | - | - | - | - | - | (105,832.00) | - | - | - | |
| | Core Grants (Unallocated) | - | - | - | - | - | - | - | - | - | - | (32,432.00) | - | - | - | - | - | |
| | TOTAL Funding | - | - | - | - | - | - | - | - | - | - | (97,961.51) | - | (143,220.49) | - | - | - | (241,182.00) |
| HRA | Housing Revenue Account | - | 8,768.80 | - | 1,231.10 | 41,561.51 | 1,815.50 | 4,354.40 | 15,506.00 | 11,872.30 | 16,360.99 | - | - | (101,174.40) | (296.20) | - | - | |
| DSG | Dedicated Schools Grant | 19,827.45 | 12.05 | 52.00 | 454.13 | 48,685.66 | - | 128,210.36 | - | - | 1,941.00 | (199,182.66) | - | - | - | - | - | |

APPENDIX 1.

Haringey Capital Programme Plan by Priority 2019/20-2023/24

| SCHEME REF | SCHEME NAME | 2019/20 (£'000) | 2020/21 (£'000) | 2021/22 (£'000) | 2022/23 (£'000) | 2023/24 (£'000) | Total (£'000) |
|----------------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| 101 | Primary Sch - repairs & maintenance | 1,030 | 1,000 | 1,000 | 1,000 | 1,000 | 5,030 |
| 102 | Primary Sch - mod & enhance (Inc SEN) | 5,970 | 4,800 | 5,355 | 1,525 | 1,480 | 19,130 |
| 103 | Primary Sch - new places | 162 | 39 | - | - | - | 201 |
| 104 | Early years | 93 | 93 | - | - | - | 187 |
| 109 | Youth Services | 14 | - | - | - | - | 14 |
| 110 | Devolved Sch Capital | 531 | 531 | 531 | 531 | 531 | 2,655 |
| 114 | Secondary Sch - mod & enhance (Inc SEN) | 3,552 | 4,200 | 750 | 110 | - | 8,612 |
| 115 | Secondary Estate Mixed Development | 400 | 10,050 | 10,050 | 5,400 | 10,000 | 35,900 |
| People (Children's) | | 11,752 | 20,713 | 17,686 | 8,566 | 13,011 | 71,729 |
| 201 | Aids, Adap's & Assistive Tech - Home Owners (DFG) | 2,193 | 2,193 | 2,193 | 2,193 | 2,193 | 10,965 |
| 208 | Supported Living Schemes | 1,500 | 1,500 | 1,500 | 1,500 | - | 6,000 |
| 209 | Assistive Technology | 500 | 500 | 500 | 500 | - | 2,000 |
| 211 | Community Alarm Service | 177 | 177 | 177 | 177 | 177 | 885 |
| 213 | Canning Crescent Assisted Living | 500 | 4,200 | 1,750 | 250 | - | 6,700 |
| 214 | Osborne Grove Nursing Home | 500 | 1,500 | 6,000 | 2,250 | 500 | 10,750 |
| 215 | Hornsey Town Hall Supported Living | 250 | 1,750 | - | - | - | 2,000 |
| 216 | Homelessness Hub | 100 | - | - | - | - | 100 |
| People (Adults) | | 5,720 | 11,820 | 12,120 | 6,870 | 2,870 | 39,400 |
| People (Total) | | 17,472 | 32,533 | 29,806 | 15,436 | 15,881 | 111,129 |
| 301 | Street Lighting | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 6,500 |
| 302 | Borough Roads | 4,189 | 3,689 | 3,689 | 3,689 | 3,689 | 18,945 |
| 303 | Structures (Highways) | 394 | - | - | - | - | 394 |
| 304 | Flood Water Management | 590 | 620 | 650 | 680 | 710 | 3,250 |
| 305 | Borough Parking Plan | 322 | - | - | - | - | 322 |
| 307 | CCTV | 2,109 | - | 830 | 1,000 | 200 | 4,139 |
| 309 | Local Implementation Plan(LIP) | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 12,500 |
| 310 | Developer S106 / S278 | 750 | 750 | 750 | 750 | 750 | 3,750 |
| 311 | Parks Asset Management: | 300 | 300 | 300 | 300 | 300 | 1,500 |
| 313 | Active Life in Parks: | 230 | 230 | 230 | 230 | 230 | 1,150 |
| 314 | Parkland Walk Bridges | 1,000 | 1,000 | - | - | - | 2,000 |
| 316 | Asset Management of Council Buildings | 4,326 | 1,991 | 651 | 331 | 381 | 7,680 |
| 319 | Bull Lane MUGA | 2,520 | 1,080 | - | - | - | 3,600 |
| 322 | Finsbury Park | 600 | 600 | 600 | 600 | 600 | 3,000 |
| 323 | Parking Strategy | 1,000 | 1,000 | - | - | - | 2,000 |
| 325 | Parks Vehicles | 720 | - | - | - | - | 720 |
| Place (Total) | | 22,850 | 15,060 | 11,500 | 11,380 | 10,660 | 71,450 |

| SCHEME REF | SCHEME NAME | 2019/20 (£'000) | 2020/21 (£'000) | 2021/22 (£'000) | 2022/23 (£'000) | 2023/24 (£'000) | Total (£'000) |
|-----------------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| 401 | Tottenham Hale Green Space | 4,990 | 5,946 | 900 | 2,680 | 600 | 15,116 |
| 402 | Tottenham Hale Streets | 9,017 | 7,683 | 5,097 | 1,363 | 450 | 23,609 |
| 411 | Tottenham High Rd & Bruce Grove Stn | 150 | - | - | - | - | 150 |
| 421 | High Road West Business Acquisition | 54,580 | 15,521 | 15,670 | 12,770 | 32,830 | 131,371 |
| 427 | White Hart Lane Public Realm (LIP) | 500 | - | - | - | - | 500 |
| 429 | Site Acq (Tott & Wood Green) | 10,000 | 8,867 | - | - | - | 18,867 |
| 430 | Wards Corner CPO | 5,000 | - | - | - | - | 5,000 |
| 434 | Wood Green Regeneration | 100 | - | - | - | - | 100 |
| 435 | Wood Green Station Road | 120 | - | - | - | - | 120 |
| 438 | Vacant possession Civic Centre | 72 | - | - | - | - | 72 |
| 444 | Marsh Lane | 821 | 9,323 | 4,700 | 266 | - | 15,110 |
| 447 | Alexandra Palace - Maintenance | 470 | 470 | 470 | 470 | 470 | 2,350 |
| 452 | Low Carbon Zones | 15 | - | - | - | - | 15 |
| 464 | Bruce Castle | 1,000 | 500 | 4,000 | 6,000 | 8,500 | 20,000 |
| 465 | District Energy Network (DEN) | 800 | - | 1,500 | 6,500 | 3,500 | 12,300 |
| 470 | Wood Green HQ, Library & Customer Service Centre | 950 | 2,400 | 6,000 | 8,400 | 10,000 | 27,750 |
| 472 | JLAC Match Fund | 500 | 500 | - | - | - | 1,000 |
| 474 | Tottenham High Road Strategy | 1,638 | 5,402 | 3,980 | 1,027 | 1,027 | 13,074 |
| 475 | Tottenham Green Public Realm Scheme Phase 2 | - | 156 | - | - | - | 156 |
| 477 | Strategic Regeneration & Community Assets | 3,000 | 3,000 | - | - | - | 6,000 |
| 480 | Wood Green Regen (2) | 2,997 | 4,632 | 5,901 | 12,141 | 13,610 | 39,279 |
| 481 | Strategic Investment Pot | 1,750 | 1,400 | 2,650 | - | - | 5,800 |
| 482 | Strategic Property | 19,640 | 680 | 1,273 | 254 | 3 | 21,850 |
| Economy (Total) | | 118,110 | 66,480 | 52,140 | 51,870 | 70,990 | 359,590 |
| 509 | CPO - Empty Homes | 650 | 1,000 | 1,000 | 1,000 | 1,000 | 4,650 |
| 510 | Temporary Accommodation Acquisition Programme | 25,000 | 4,409 | - | - | - | 29,409 |
| 512 | Wholly Owned Company | 5,000 | 8,000 | 8,000 | 8,000 | 8,000 | 37,000 |
| 513 | 54 Muswell Hill Flats | 712 | - | - | - | - | 712 |
| 514 | Notting Hill Housing Group (4 Ashley Road) | 2,970 | - | - | - | - | 2,970 |
| Housing (GF) (Total) | | 34,332 | 13,409 | 9,000 | 9,000 | 9,000 | 74,741 |

| SCHEME REF | SCHEME NAME | 2019/20 (£'000) | 2020/21 (£'000) | 2021/22 (£'000) | 2022/23 (£'000) | 2023/24 (£'000) | Total (£'000) |
|--------------------------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| 604 | Continuous Improvement | 950 | 950 | 950 | 950 | 950 | 4,750 |
| 606 | Hornsey Library Refurbishment | 1,882 | - | - | - | - | 1,882 |
| 607 | Financial Management System Replacement | - | 350 | 2,000 | 650 | | 3,000 |
| 621 | Libraries IT and Buildings upgrade | 1,056 | 25 | 85 | - | - | 1,166 |
| 622 | FOBO Programme | 500 | 500 | 500 | - | - | 1,500 |
| 639 | Ways of Working | 252 | 255 | 255 | - | - | 762 |
| 698 | Responsiveness Fund | 2,000 | - | - | - | - | 2,000 |
| 699 | P6 - Approved Capital Programme Contingency | 1,500 | - | - | - | 0 | 1,500 |
| Your Council (Total) | | 8,140 | 2,080 | 3,790 | 1,600 | 950 | 16,560 |
| TOTAL GF CAPITAL PROGRAMME | | 200,904 | 129,562 | 106,236 | 89,286 | 107,481 | 633,470 |
| Housing Revenue Account (HRA) | | | | | | | |
| Existing Stock Investment (Haringey) | | 52,293 | 56,532 | 57,663 | 58,816 | 59,992 | 285,296 |
| New Homes Build Programme | | 1,890 | 11,246 | 180,590 | 27,714 | 26,036 | 247,476 |
| New Homes Acquisitions | | - | 51,479 | 126,962 | 149,784 | 104,812 | 433,037 |
| Total Housing (HRA) | | 54,183 | 119,257 | 365,215 | 236,314 | 190,840 | 965,809 |
| TOTAL CAPITAL PROGRAMME PLAN | | 255,087 | 248,819 | 471,451 | 325,600 | 298,321 | 1,599,279 |

APPENDIX 2.

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

APPENDIX 2.

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

APPENDIX 2.

| P3 - Cleaner and Safer | | | | | | | | | | | | |
|-------------------------------|---|--------------|----------|--------------|----------|--------------|--------------|--------------|------------|-----------|-----------|--------------|
| A3.1 | Charge Green Waste - income generation | 375 | - | 375 | - | - | - | - | - | - | | |
| A3.2 | Charging for Bulky Household Waste | 100 | - | 100 | - | - | - | - | - | - | | |
| A3.3 | Charging for Replacement Wheelie Bins | 50 | - | 50 | - | - | - | - | - | - | | |
| A3.4 | Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc... | 50 | - | 50 | - | - | - | - | - | - | | |
| A3.5 | Flats Above Shops -Provision of bags - Service reduction | - | - | - | - | - | - | - | - | - | | |
| A3.6 | Reduce Outreach/ Education team - Service reduction | 65 | - | 65 | - | - | - | - | - | - | | |
| A3.7 | Closure of Park View Road R&R - Service reduction | 115 | - | 115 | - | - | - | - | - | - | | |
| A3.8 | Veolia Operational Efficiencies | - | - | - | - | - | - | - | - | - | | |
| A3.9 | Rationalisation of Parking Visitor Permits | 225 | - | 225 | - | - | - | - | - | - | | |
| A3.10 | Parking Enforcement - new operating model | - | - | - | - | - | - | - | - | - | | |
| A3.11 | Relocation of Parking/CCTV processes and appeals | 380 | - | 380 | - | - | - | - | - | - | | |
| A3.12 | Move to Cashless Parking | 75 | - | 75 | - | - | - | - | - | - | | |
| A3.13 | Move to Online Parking Permit Applications & Visitor Permits | - | - | - | - | - | - | - | - | - | | |
| A3.14 | Parking New IT Platform | - | - | - | - | - | - | - | - | - | | |
| A3.15 | Increase in CO2 Parking Permit Charge | 300 | - | 300 | - | - | - | - | - | - | | |
| PL1 | Additional HMO Licensing Scheme for HMO | - | - | - | - | - | 400 | - | - | 400 | | |
| PL2 | Review and Extension of CPZ coverage | - | - | - | - | 500 | 500 | - | - | 500 | | |
| PL3 | Waste, CS & Enforcement: Efficiency Savings on Veolia Contract | - | - | - | - | 100 | 100 | - | - | 100 | | |
| PL4 | Increase in Moving Traffic Enforcement | - | - | - | - | 260 | 260 | 40 | - | 300 | | |
| PL5 | Healthmatic Toilets | - | - | - | - | 30 | 30 | - | - | 30 | | |
| PL6 | Extending parking enforcement | - | - | - | - | 350 | 350 | - | - | 350 | | |
| PL7 | Litter Enforcement | - | - | - | - | - | - | 100 | - | 100 | | |
| PL8 | Soft FM Efficiency | - | - | - | - | 25 | 25 | 25 | 50 | 100 | | |
| PL9 | Leisure centre concessions | - | - | - | - | - | - | - | 50 | 190 | | |
| PL10 | London Construction Programme Revenue | - | - | - | - | 200 | 200 | - | - | 200 | | |
| PL11 | Flexible Police Resourcing | - | - | - | - | 200 | 200 | - | - | 200 | | |
| PL12 | Waste Service Programme | - | - | - | - | - | - | 500 | - | 500 | | |
| PL13 | Parking Transformation Programme | - | - | - | - | - | - | 500 | 500 | 1,000 | | |
| | Total | 1,735 | - | 1,735 | - | 1,665 | 1,665 | 1,565 | 600 | 70 | 70 | 3,970 |

APPENDIX 2.

| P4 - Growth & Employment | | | | | | | | | | | |
|---|------------|----------|------------|------------|--------------|--------------|------------|------------|----------|----------|--------------|
| A4.3 Corporate projects | | | | | | | | | | | |
| - Transfer of functions to HDV | 250 | - | 250 | - | - | - | - | - | - | - | - |
| B4.1 Tottenham Regeneration programme | 50 | - | 50 | - | - | - | - | - | - | - | - |
| EC1 Carbon Management | - | - | - | - | 60 | 60 | - | - | - | - | 60 |
| EC2 Reduction in consultancy budget | - | - | - | - | 75 | 75 | - | - | - | - | 75 |
| EC3 Deletion of senior post | - | - | - | - | 225 | 225 | - | - | - | - | 225 |
| EC4 Tackling uncrystallised debt | - | - | - | - | 50 | 50 | - | - | - | - | 50 |
| EC5 Outdoor media advertising | - | - | - | - | - | - | 15 | - | - | - | 15 |
| EC7 Strategic Property Services | - | - | - | - | 500 | 500 | - | - | - | - | 500 |
| Total | 300 | - | 300 | - | 910 | 910 | 15 | - | - | - | 925 |
| P5 - Housing & HRA | | | | | | | | | | | |
| B5.1 Housing | 50 | | 50 | 120 | - | 120 | | | | | 120 |
| HO1 Temporary accommodation reduction plan | | | - | - | 920 | 920 | 708 | 573 | | | 2,201 |
| EC6 Explore opportunities to capitalise development team costs | | | - | - | 150 | 150 | | | | | 150 |
| Total | 50 | - | 50 | 120 | 1,070 | 1,190 | 708 | 573 | - | - | 2,471 |

APPENDIX 2.

| | | | | | | | | | | | | |
|--------------|--|---------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|------------|---------------|
| | PX - Enabling | | | | | | | | | | | |
| A6.1 | Legal Services | | | | | | | | | | | |
| | - Reduction in staffing and other related expenditure | - | - | - | 150 | - | 150 | - | - | - | - | 150 |
| A6.2 | Audit and Risk Management | | | | | | | | | | | |
| | - reduction in cost on the external audit contract | - | - | - | - | - | - | - | 20 | - | - | 20 |
| A6.3 | Democratic Services | | | | | | | | | | | |
| | - reduction in staffing | - | - | - | - | - | - | - | - | - | - | - |
| A6.4 | Shared Service Centre Business Support | | | | | | | | | | | |
| | - reduction in staffing | - | - | - | - | - | - | - | - | - | - | - |
| A6.5 | Shared Service Centre | | | | | | | | | | | |
| | - new delivery model for shared services | 250 | - | 250 | 1,500 | - | 1,500 | 1,500 | - | - | - | 3,000 |
| A6.6 | Reduce Opening Hours in our six branch libraries to 36 hours per week | | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - | - | - |
| A6.7 | Shared Service Offer for Customer Services | | | | | | | | | | | |
| | | - | - | - | 1,000 | - | 1,000 | - | - | - | - | 1,000 |
| A6.10 | Translation and Interpreting Service - new contract | | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - | - | - |
| A6.11 | Closure of internal Print Room | | | | | | | | | | | |
| | | 51 | - | 51 | - | - | - | - | - | - | - | - |
| A6.12 | Communications - reduction in staffing | | | | | | | | | | | |
| | | 53 | - | 53 | - | - | - | - | - | - | - | - |
| A6.13 | Income generation – Advertising and Sponsorship | | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - | - | - |
| A6.14 | Professional Development Centre | | | | | | | | | | | |
| | | - | - | - | - | - | - | - | - | - | - | - |
| A6.15 | Insurance | | | | | | | | | | | |
| | | 48 | - | 48 | - | - | - | - | - | - | - | - |
| A6.16 | Accounts Payable | | | | | | | | | | | |
| | | 117 | - | 117 | - | - | - | - | - | - | - | - |
| | YC1 Out of home advertising income generation | - | - | - | - | 129 | 129 | 5 | 5 | 6 | 6 | 151 |
| | YC2 Remove ward budgets | - | - | - | - | 190 | 190 | - | - | - | - | 190 |
| | YC3 Growing Libraries Income | - | - | - | - | 100 | 100 | - | - | - | - | 100 |
| | Total | 519 | - | 519 | 2,650 | 419 | 3,069 | 1,505 | 25 | 6 | 6 | 4,611 |
| | Council Wide Savings | | | | | | | | | | | |
| A6.8 | Senior Management Savings | | | | | | | | | | | |
| | | 226 | - | 226 | - | - | - | - | - | - | - | - |
| A6.9 | Alexandra House - Decant | | | | | | | | | | | |
| | | 250 | - | 250 | 750 | - | 750 | - | - | - | - | 750 |
| | Professional Development Centre | 136 | - | 136 | - | - | - | - | - | - | - | - |
| | Voluntary Severance Savings | 1,204 | 1,204 | - | - | - | - | - | - | - | - | - |
| | BIP Commercial/ Organisation Wide: Barry Phelps | 700 | 700 | - | - | - | - | - | - | - | - | - |
| | Bad Debt Provision - Finance restruture element | 200 | - | 200 | - | - | - | - | - | - | - | - |
| | Bad Debt Provision - Debt management element | 500 | 500 | - | - | - | - | - | - | - | - | - |
| | Council Wide SavingsTotal | 3,216 | 2,404 | 812 | 750 | - | 750 | - | - | - | - | 750 |
| | Overall Total | 15,715 | 9,820 | 5,895 | 5,910 | 7,666 | 13,576 | 8,233 | 4,473 | 3,346 | 176 | 29,804 |

Summary of Children and Young People Service Invest to Save Business Cases

1. Enhancing the foster care service

The proposal

- 1.1 This proposal proposes to increase the number of in-house foster carers by building on the success of the 2018/19 in-house foster carer recruitment project. At the end of March 2019 we had recruited 15 new in-house foster carers and delivered significant placement savings.
- 1.2 In order to recruit more in-house foster carers we need the capacity to do this. This will require the recruitment of a new team of social workers who will recruit, assess and support the new in-house foster carers and improve outcomes for children.
- 1.3 This proposal also includes the implementation of an additional tier in the payment scheme for foster carers. This will provide a competitive financial reward for in-house foster carers who can foster children with more complex needs rather than the children being placed with independent foster agency carers.

Evidence based and learning from best practice

- 1.4 This proposal also includes the Mockingbird programme which has been successfully used in 26 Councils. It centres on an extended family model where one foster home is paid to act as a hub, offering planned and emergency respite, advice, training and support, to six to ten satellite fostering or kinship care families. The programme improves the stability of fostering placements and strengthens the relationships between carers, children and young people, fostering services and birth families.

Investment

- 1.5 The majority of the investment required is to recruit a team of social workers, a manager and a marketing officer. Additionally, investment is needed to fund the new tier in the payment scheme and provide resource for the Mockingbird programme.

How the savings will be achieved

- 1.6 The savings will be achieved through reducing our use of expensive independent agency foster carers.
- 1.7 This proposal will also provide the capacity for the new social work team to bring the assessment of special guardianship and connected person assessments in-house, thereby avoiding expensive spot purchasing. The team will also provide the capacity for more effective ongoing management and review of these placements.

2. The Foster carer room extension model

The proposal

- 2.1 To become a carer it is essential to have a spare room – so housing is a crucial factor in preventing people from becoming foster carers or limiting the number of children carers can look after.
- 2.2 This proposal aims to increase fostering placement capacity through the funding of housing adaptations for existing in-house foster carers who have been assessed as being suitable for taking on an additional placement.

- 1.1 The fostering service has completed a survey with 57 in-house foster carers and a number of carers are interested in fostering a further child if the authority were able to fund an extension to their property.
- 1.2 The first cohort of applications to be considered will be tenants of Homes for Haringey. The second cohort to be considered will be those foster carers who own their own property, in which instance a legal agreement will be put in place to protect the council's investment in the building extension until such time as accrued savings have balanced the loan. The scheme cannot be made available to private tenancies.

Investment

- 1.3 The investment needed is capital funding for the extensions. Through the Capital Programme existing funding has been identified and is available to support this programme. The proposed level of funding available could support approximately eight extensions. Subject to the successful delivery of these housing extensions alongside the effective use of the placements, and with evidenced continued demand from in-house foster carers, the Directorate will present a further application for funding.

How the savings will be achieved

- 2.6 According to the Greater London Authority, who are delivering a similar programme, the average local extension cost in London is £30,000 per extension, and each extension will support one further placement. For each room created, the anticipated cost savings for the local authority would be approximately £20k per annum (based upon an averted Independent Fostering Agency placement).

2. Family Centre

The proposal

- 3.1 The proposal is to set up a 'Family Centre' which will:
 - undertake the necessary parenting assessments where children are subject to legal processes or when cases are in care proceedings.
 - link parents and families to specialist groups for parenting/caring advice and guidance to encourage strengthening skills within the family dynamic.
- 3.2 The proposed 'Family Centre' will be based at the current contact centre – The Maya Angelou Centre which already has the space and facilities to meet the needs of the service.

Learning from best practice

- 3.3 Our current practice is to use mother and baby residential units or mother and baby foster care placements for parenting assessments required by court. Using a mother and baby residential unit does not always provide a clear picture of the potential risks to the baby and prognosis for change as it is an artificial environment.
- 3.4 Most councils have moved away from this type of assessment and have moved to a model of community-based assessments as part of a wraparound service. This provides a more rigorous and comprehensive assessment of risk and prognosis for change.

Investment

- 3.5 The investment required is to recruit team of social workers, a child psychologist, social work assistants and an administrator.

How the savings will be achieved

3.6 Savings will be delivered through the significant reduction of mother and baby residential placements, and mother and baby foster care placements. Furthermore, spot purchasing of parenting assessments through independent social workers will no longer be required as in-house staff will be trained to complete these assessments in the community setting.

1. Edge of Care service

The proposal

- 1.1 Evidence shows that there are a number of children and young people who dip in and out of services then reappear as looked after children or in young offender services at a later stage (often during adolescence).
- 1.2 Furthermore, if a child or young person comes into care and does not return home within the first month, this significantly impacts the likelihood of them returning to their family or home situation. This suggests that a rapid response of intensive support could prevent children and young people entering care for the longer term.
- 1.3 The proposed edge of care service would therefore be delivered by an intensive intervention team that will address the needs of the young person in the family or care environment. Interventions are based on the principles of a Multi Systemic Approach, where 12 hours a week, over a period of 8 -12 weeks, is used to support the family with one to one education and support, additional focused workshops and training.
- 1.4 The service is to be seen as an “Intensive Care” provision supporting the child/young person in their own home, school and community. The service is fixed to a short-focused time period to address the key issues and to build a ‘step-down’ plan.

Investment

1.5 Investment is required to recruit a team of social workers , family support workers a Child and Adolescent Mental Health worker and an administrator.

How the savings will be achieved

4.6 The team will identify, assess and implement interventions that will divert children from entering the care system and priority will be given to those children 13 years old up to their 16th birthday.

2. The Pause Programme

The proposal

- 2.1 The Pause Programme works with women who have experienced, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. Through an intense, relationship-based programme, women are given the chance to pause and take control of their lives.
- 2.2 Pause seeks to work with women in a way which addresses everybody in their lives – fathers of their children, partners, family members and friends – as well as professionals such a social

service, housing, the NHS and the justice system. Partnership underpins the work, with the women, with local areas and with policy-makers and service providers.

- 1.1 Pause offers women an 18-month, individually-tailored, intensive package of support, delivered by a dedicated practitioner, which is intended to address a broad range of emotional, psychological, practical, and behavioural needs. As a condition of beginning this voluntary programme, women agree to use an effective form of reversible contraceptive for the 18-month duration of the programme. This is intended to allow women the opportunity to reflect and focus on their own needs.

Evidence based and learning from best practice

- 1.2 Pause began in Hackney in 2013 and received funding from the Department for Education Innovation Programme in 2015 to expand the pilot within Hackney, and to Doncaster, Greenwich, Hull, Islington, Newham, and Southwark. There are 31 local authorities that are currently operating the Pause model in England.
- 1.3 This is a national programme and an evaluation conducted by the DfE reported that findings from qualitative and quantitative data suggested that Pause generally had a positive and significant impact on the women engaging with the programme, many of whom had complex, multiple, and mutually-reinforcing needs.

How the savings will be achieved

- 5.6 The projected annual cost avoidance relates to care cost savings that would otherwise be borne by the local authority for each year that the child would have been in care.

Investment

- 5.7 Investment is required for a team of practitioners and a practice co-ordinator.

2. SEND transport

The proposal

- 2.1 We commissioned a comprehensive review of Haringey SEND transport in April 2019 and this has identified several areas for improvement and efficiency. This proposal is to commission external change management capacity to deliver the recommendations from the review. This will be procured through a restricted tender route and the outcome will be presented to Cabinet for approval.

Evidence based and learning from best practice

- 6.2 The review has been completed by a company that has a track record of identifying improvements to transport services and efficiencies of between 15-20% across a number of councils in London – they have worked with the Royal Borough of Kingston, Westminster, Hammersmith, Enfield, Hillingdon, Lewisham and have recently been commissioned by Camden.

How the savings will be achieved

- 6.3 Areas for improvement and efficiency identified included the following:

6.4 Improving Operational management

- Re-procurement to increase competition and develop supply

- Build on good practice (tactically) and conduct full strategic re-routing overhaul
- Re-assessment of escort requirements
- Re-organise and develop travel team

6.5 Demand management

- Build on the good work done so far in ‘buddy scheme’, with a focus on journeys under 1 mile
- Improve the transport policy to provide greater clarity to parents/carers
- Re-assessment of all passengers against existing policy
- Continued focus on independent travel training

Investment

6.6 Investment is required to deliver the two-year change management programme and service transformation. Significant capability, capacity and leadership is required which is not available in-house. A specification will be developed and we will go to the market to find this capacity to deliver a new and high performing travel operation for Haringey which is fit for purpose to meet current and future demand. This will include capacity to:

- provide clear leadership to the team
- redesign the service
- be embedded in the team and upskill the team to manage the redesigned service
- implement the development of the team and enhance capacity in the travel team
- deliver the recommendations of the review and benefits of the transformation

The table below shows the investment required and forecast savings deliverable from the Children’s Invest to Save Programme (2019/20 – 2021/22)

| Priority 1 | | Invest to Save Summary | | | |
|------------|-------------------------|------------------------|--------------------|--------------------|---------------------|
| Proposals | | 19/20 | 20/21 | 21/22 | Totals |
| 1 | SEND transport | 260,500 | 346,500 | 173,000 | 780,000 |
| 2 | In-house foster carers | 206,039 | 374,278 | 374,278 | 954,595 |
| 3 | Family Centre | 412,500 | 663,000 | 663,000 | 1,738,500 |
| 4 | Edge of Care | 225,809 | 438,617 | 425,617 | 1,090,043 |
| 5 | Pause | 245,542 | 343,500 | 118,958 | 708,000 |
| 6 | Additional Rooms F.C. | 120,000 | 300,000 | 90,000 | 510,000 |
| | Total Investment | 1,470,389 | 2,465,895 | 1,844,853 | 5,781,138 |
| 1 | SEND transport | (373,333) | (640,000) | (640,000) | (1,653,333) |
| 2 | In-house foster carers | (301,625) | (835,875) | (937,500) | (2,075,000) |
| 3 | Family Centre | (410,059) | (984,143) | (984,143) | (2,378,345) |
| 4 | Edge of Care | (792,375) | (1,836,500) | (1,775,375) | (4,404,250) |
| 5 | Pause | 0 | (157,000) | (314,000) | (471,000) |
| 6 | Additional Rooms F.C. | (10,158) | (193,005) | (343,685) | (546,849) |
| | Total Savings | (1,887,551) | (4,646,523) | (4,994,703) | (11,528,777) |
| | Net Savings | (417,162) | (2,180,628) | (3,149,849) | (5,747,639) |