MTFS Budget Reduction Proposals - Housing

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25- НО01	Housing	Service redesign	Transferring PSLs to the CBS	Private Sector Leasing properties are leased by the Council from private landlords for between one and five years with a guaranteed rent for the term of the lease. Leases are mainly based on 90% of the 2011 LHA plus a £40 a week management fee (the latter being a transfer from FHSG). The CBS has been established to lease properties purchased by the Council to use them as TA or to discharge homelessness. Unlike the Council, the CBS can charge the current (2019) Local Housing Allowance (LHA) for the area the property is located in. Therefore moving these leases could mean total additonal rental income of £1.19m if all leases were transferred. This would require, in each case, the landlords agreement to do so and additonal incentives may be required. A reduction in savings of 25% has thus been included to account for this and additonal costs	68	136	136	136	136	612	-
20/25- HO02	Housing	Increase in income	HfH and Council Housing Programme- funding for Carbon Management team time	The Carbon Management Team undertakes a significant amount of work for Homes for Haringey and the Council housing delivery team. This proposal would make provision for the Carbon Management Team to recharge the Housing Revenue Account for this work. This work is undertaken by staff funded through general fund revenue budgets, and as such an equivalent saving can be made to the general fund revenue budget through recharge from the HRA.		-	-	-	-	40	-
				TOTAL - HOUSING	108	136	136	136	136	652	0

Business Planning / MTFS Options 2020/21 - 2024/25

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

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

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 61	- 136	- 136	- 136	- 136	- 605
Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
· ·	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	_	- I	_	_	-	_

20/25 - HO01

Financial Implications Outline

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

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

• How will a successful implementation be measured? Which performance indicators are most relevant?

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

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

Positive Impacts N/A

Negative Impacts

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

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

List both positive and negative impacts.

Positive Impacts

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

Negative Impacts N/A

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

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

Risks and Mitigation

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

	Impact Probabili					
Risk	(H/M/L)	(H/M/L)	Mitigation			
The CBS is not set up		М	The leases could transfer to Capital Letters instead			
Only a few properties transfer due to HB H		L	Alternative savings would need to be sought			
Landlords refuse to transfer M M			Incentives could be introduced/increased			
Has the EgIA Screening Tool been completed	for this propos	al?	Yes			
·····						
EqIA Screening Tool						
Is a full EqIA required?			No			

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

20/25-HO02

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	40	-	-	-	-	40
Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

• Is any additional investment required in order to deliver the proposal?

• If relevant, how will additional income be generated and how has the amounts been determined?

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

Delivery Confidence

At this stage, how confident are you that this	4
option could be delivered and benefits	
realised as set out?	
(1 = not at all confident;	
5 = very confident)	

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts N/A

Negative Impacts

N/A

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

List both positive and negative impacts.

Positive Impacts

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

Negative Impacts

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

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

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

Risks and Mitigation

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

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

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

MTFS Budget Reduction Proposals - Economy

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

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

20/25 - EC01

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

The proposal is to allocate capital budget to enable the acquisition by the Council of as many head-leases/freeholds as possible in order for the Council to stop paying rent to these landlords and to receive all of the passing rent from those properties which are tenanted by commercial or other tenants.

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

The total amount of rent liability (ERV) for these properties is circa £2m (more if all the Wood Green properties have been). •The acquisition of these leases will rationalise the Council's property portfolio enabling the authority to better support economic growth and employment through more effective management of its property holdings and in support of the Economy objectives of the Borough Plan 2019-23.

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

•The project will comprise of the following elements:

- Commercial Review

- Legal Advice

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 100	- 120	- 130	- 120	-	- 470

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

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

•Is any additional investment required in order to deliver the proposal?

• If relevant, how will additional income be generated and how has the amounts been determined?

The assumptions for the proposed saving are that approximately 50% of the acquisitions could proceed as some landlords will not want to sell even at enhanced values that could still be justified by future savings.

It will take time to agree the purchase price with some landlords and a start to negotiation cannot commence until Cabinet approval is obtained.

It is therefore assumed that in year 2020/21, approximately 50% of the acquisitions that are likely to proceed will be delivered so that savings can be obtained.

Savings will increase year on year as rent reviews are undertaken to increase the rent to tenants.

Rent reviews are normally arranged at five yearly cycles so the predicted passing rent is difficult to predict so the anticipated future rent receivable is spread evenly across the five year period.

The financial modelling ignores inflation but this is the most significant saving.

Capital borrowing is modelled on a fifty year loan with flat line repayment of capital and interest payable from revenue.

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

How will the proposal be implemented? Are any additional resources required?
Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

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

Phase 3: April 2020 onward: Acquisition programme.

Impact / non-financial benefits and disbenefits

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

Positive Impacts

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

Negative Impacts

N/A

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

List both positive and negative impacts.

Positive Impacts

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

Negative Impacts N/A

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

Strengthens the Council's control in managing the estates.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Owner unwilling to sell/abortive fees	L	М	Early approaches to head lessees
			No.
Has the EqIA Screening Tool been completed	for this propos	al?	Yes
EqIA Screening Tool			
Is a full EqIA required?			No

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

20/25-EC02

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Haringey

Title of Option:	Reduction of North Tottenham revenue budgets						
Priority:	Economy	Responsible Officer:	Diane Southam				
Affected Service(s) and AD:	Peter O'Brien	Contact / Lead:	Liz Skelland / David Lee				
Description of Option: •What is the proposal in essence? What is its scope? What will change? •What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs) •How does this option ensure the Council is still able to meet statutory requirements? •How will the proposal deliver the benefits outlined? [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]							
, c		th Tottenham budgets (No	rthumberland Park and High Road West).				
This proposal should be considered alongside EC011, increased recharge from HRA, and the effects of that proposal on North Tottenham GF revenue funding							
The proposal is to reduce general fund revenue costs in North Tottenham budgets. This proposal should be considered alongside EC011, increased recharge from HRA, which in effect should meant that services would not be impacted as the funding will be provided via the HRA. A review of the HRA budget is underway and it is proposed that these linked proposals are accommodated. This proposal is also linked to a submitted capital bid for Northumberland Park public realm, which could displace activities otherwise delivered through general fund revenue. High Road West has an existing capital budget, which could again displace general fund revenue spend. Through a combination of above proposals, the intention is to avoid a reduction in activities if possible. However, this may be necessary if neither a further allocation of HRA nor new capital funding for Northumberland Park is achieved.							

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	75	-	-	-	-	75
Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	-	-	-	-	-	-

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

•Is any additional investment required in order to deliver the proposal?

•If relevant, how will additional income be generated and how has the amounts been determined?

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

None

Negative Impacts

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

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

List both positive and negative impacts.

Positive Impacts None

Negative Impacts

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

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

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

N/A

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Overspend on reduced budgets	М	М	
		Yes	
Has the EqIA Screening Tool been completed	for this propos	al?	
EqIA Screening Tool			
		No	
Is a full EqIA required?			

Haringey

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

20/25-EC03

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	100	-	-	-	-	100

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

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

• Is any additional investment required in order to deliver the proposal?

• If relevant, how will additional income be generated and how has the amounts been determined?

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

• How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

None

Negative Impacts

None - no reduction in activities

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

List both positive and negative impacts.

Positive Impacts None

Negative Impacts

None - no reduction in activities

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

N/A

Risks and Mitigation

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

	Impact	Probability	
Risk	(H/M/L)	(H/M/L)	Mitigation
Lack of eligible costs	М	L	Identify workstreams and eligible costs early on; these are
			already being undertaken as of 19/20
Housing delivery budgets over-allocated	Н	М	Close working with Housing colleagues
Tight spend deadlines	Н	Н	To be discussed with Finance and Housing Colleagues
Has the EqIA Screening Tool been complete	d for this propo	sal?	Yes
EqIA Screening Tool			
Is a full EqIA required?			No

Haringey

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

20/25-EC04

Title of Option:	Ise of Strategic Acquisitions budget for sites delivery work		
Priority:	Economy	Responsible Officer:	John O'Keefe
Affected Service(s) and AD:	Peter O'Brien	Contact / Lead:	Liz Skelland / David Lee

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

The Regeneration service has submitted a bid for new capital funding for Employment-Led sites delivery. This proposal would seek to offset the impact of these costs on revenue budgets.

The proposal is to identify costs within the service that are eligible for this funding, and to apply LBH Capital to offset LBH revenue spend. This should be considered alongside other proposals to utilise new funding sources for sites work (see EC008), utilising S106 affordable housing contributions for sites which will deliver affordable housing), although this proposal focuses on employment-led schemes.

Achieving these savings will require a successful capital bid.

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	75	-	-	-	-	75

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

Financial Implications Outline

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

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

None

Negative Impacts

None - no reduction in activities

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

List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

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

N/A

Risks and Mitigation

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

Di-I.	Impact	Probability	B disignations
Risk	(H/M/L)	(H/M/L)	Mitigation
Lack of eligible costs	М	L	Identify workstreams and eligible costs early on; these are
			already being undertaken as of 19/20
Has the EqIA Screening Tool been completed	for this propos	al?	Yes
EqIA Screening Tool			
Is a full EqIA required?			No

Business Planning / MTFS Options 2020/21 - 2024/25

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	75	-	-	-	-	75
Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s

20/25-EC05

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

• Is any additional investment required in order to deliver the proposal?

•If relevant, how will additional income be generated and how has the amounts been determined?

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

None

Negative Impacts

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

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

List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

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

N/A

Is a full EqIA required?

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

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

No

Business Planning / MTFS Options 2020/21 - 2024/25

Title of Option:	Increased recharge from HRA					
Priority:	Economy	Economy Responsible Officer: Alan Benson				
Affected Service(s) and AD:	Peter O'Brien Contact / Lead: Liz Skelland / David Lee					
•What will be the impo outcomes, and Boroug •How does this option •How will the proposa [Proposals will be map likely changes when fr	 •What is the proposal in essence? What is its scope? What will change? •What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs) •How does this option ensure the Council is still able to meet statutory requirements? •How will the proposal deliver the benefits outlined? [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals] The service is now engaged in a significant amount of work on estates and on the delivery of new affordable housing, which would be 					
The proposal is to increase the amount of revenue funding provided from the HRA each year. A review of the HRA budget is underway, and it is proposed that this work accomodates an increased recharge to Regeneration on a yearly basis, reflecting new workstreams on estates and towards the delivery of affordable housing.						
This proposal should b	e considered alongside EC007 - reduc	tion in North Tottenham budg	jets.			

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	100	-	-	-	-	100
Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		- /		/		Total
· ·	£000s	£000s	£000s	£000s	£000s	£000s

20/25-EC06

Haringey

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

•Is any additional investment required in order to deliver the proposal?

•If relevant, how will additional income be generated and how has the amounts been determined?

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

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

• How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

None

Negative Impacts

None - no reduction in activities

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

List both positive and negative impacts.

Positive Impacts

None

Negative Impacts

None - no reduction in activities

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

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

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

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

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

20/25-EC07

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 30	-	-	-	-	- 30
Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s

Financial Implications Outline

•How have the savings above been determined? Please provide a brief breakdown of the factors considered.

• Is any additional investment required in order to deliver the proposal?

•If relevant, how will additional income be generated and how has the amounts been determined?

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

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

• How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

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

Negative Impacts

None

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

List both positive and negative impacts.

Positive Impacts

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

Negative Impacts

None anticipated.

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

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation				
Permanent appointments are not made,	М	L	Recruitment processes is progressing within agreed				
leading to additional cost of interims			timescales				
Has the EqIA Screening Tool been completed for this proposal?			Yes				

EqIA Screening Tool	
Is a full EqIA required?	No

Haringey

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

20/25-EC08

Title of Option:	Income from Outdoor Media - Strand 2 (Rental payments from outdoor media companies)				
Priority:	conomy/Your Council Responsible Officer: Christine Addison				
Affected Service(s) and AD:	Housing, Regeneration & Planning	Contact / Lead:	Bill Ogden		

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

We estimate that in 2020/21 a new income of £100k per annum could be achieved from outdoor media including digital billboards and an innovative building wrap with a digital display for advertising purposes and council messages.

It will not be necessary to procure additional staff resources to secure this income. Any in-house legal costs would be met by the outdoor media company.

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings -	100	-	-	-	-	- 100

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

Financial Implications Outline

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

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

1. The additional income would be generated by agreeing to 3 no. firm offers from advertising agents a 50% expectation of 2 no. further offers and a 50% expectation of planning consent to a firm offer from 2 no. companies to fix an advertising wrap on one of the main office buildings.

2. 2 no. other advertising agents are discussing potential locations and a regularisation of advertising billboards on council land are being investigated

3. We would thus offer up and expected £100,000 income to be set against the ongoing budget deficit of the SPU team.

Delivery Confidence

At this stage, how confident are you that this	4
option could be delivered and benefits	
realised as set out?	
(1 = not at all confident;	
5 = very confident)	

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required? •Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

The implementation phase is from July 2020 to March 2021.

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

N/A

Negative Impacts

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

List both positive and negative impacts.

Positive Impacts N/A

Negative Impacts

N/A

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

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

	Impact	Probability	
Risk	(H/M/L)	(H/M/L)	Mitigation
Planning consent	М	М	Mitigate risk by early discussion with planning team and
			agreement to work to civic benefit.
Has the EqIA Screening Tool been completed	for this propos	al?	Yes
EqIA Screening Tool			
Is a full EqIA required?			No

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

20/25-EC09

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

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

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

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

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 100	-	-	-	-	- 100

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

Financial Implications Outline

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

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

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

Delivery Confidence

At this stage, how confident are you that this	4
option could be delivered and benefits	
realised as set out?	
(1 = not at all confident;	
5 = very confident)	

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

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

Negative Impacts

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

List both positive and negative impacts.

Positive Impacts

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

Negative Impacts

N/A

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

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

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

	Impact	Probability	
Risk	(H/M/L)	(H/M/L)	Mitigation
Tenant affordability	м	м	Good communication and dialogue with tenants, with
			agreement of stepped rents and payment plans if
			appropriate
Has the EqIA Screening Tool been completed	for this propos	al?	Yes
·····			
EqIA Screening Tool			
Is a full EqIA required?			No

Haring

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

20/25-EC10

 Title of Option:
 Strategic Property Unit – New Income 5g

 Priority:
 Economy
 Responsible Officer:
 Christine Addison

 Affected Service(s) and AD:
 Housing, Regeneration & Planning
 Contact / Lead:
 Bill Ogden

Description of Option:

•What is the proposal in essence? What is its scope? What will change?

•What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)

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

•How will the proposal deliver the benefits outlined?

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

This proposal comprises an opportunity to achieve new income potential by securing rental payments from Mobile Operators and Infrastructure providers.

It is anticipated that during 2021 the income from Mobile Operators and Infrastructure providers will be £20k pa. which could be achieved from rent on access to lampposts and tall building roofs.

It will not be necessary to procure additional staff resources to secure this income. Any in-house legal costs would be met by the Mobile Operator or infrastructure company.

This proposal is new as it utilises assets previoulsy unused for the purpose of installing technology to deliver 5G networks.

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 20	-	-	-	-	- 20

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

Financial Implications Outline

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

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

1. The additional income would be generated by a tender for access to unused assets as a concession contract. The tender would likely be a call -off or mini tender utilising an existing framework.

2. We would thus offer up and expected £20,000 income to be set against the ongoing budget deficit of the SPU team.

Delivery Confidence

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

Indicative timescale for implementation

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

Implementation Details

•How will the proposal be implemented? Are any additional resources required?

•Please provide a brief timeline of the implementation phase.

•How will a successful implementation be measured? Which performance indicators are most relevant?

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

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

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

Impact / non-financial benefits and disbenefits

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

Positive Impacts

N/A

Negative Impacts

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

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

List both positive and negative impacts.

Positive Impacts N/A

Negative Impacts

N/A

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

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

	Impact	Probability	
Risk	(H/M/L)	(H/M/L)	Mitigation
Planning consent	М	М	Mitigate risk by early discussion with planning team and
			agreement to work to civic benefit.
Public protest	М	Н	Comms an essential part of the process
	·	-	
Has the EqIA Screening Tool been complet	ed for this propo	sal?	Yes
EqIA Screening Tool			
Is a full EqIA required?			No

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

50,050	38,800	62,500	49,000	31,000	231,350

Total