

10 December 2020 - Environment and Community Safety Scrutiny Panel

New Savings Proposals 2021/22 - 2023/24

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

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

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

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

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

PL20/01

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

Selective Licensing will mean that any private rented property within a selected area will require some type of Licence. Selective Licensing is an aspiration in the Borough plan.

The overall aim is to improve living standards and make landlords accountable for the management of their properties.

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

The saving relate to a proportion of some existing costs of established positions. The licensing scheme cannot make a profit only cover the costs of administering the scheme and ensuring compliance.

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

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

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

To maximise the use of additional fee income recharges for ancillary services such as ASB enforcement officers (noise, nuisance, waste, anti-social behaviour) and corporate overheads will be charged against the licence fees. Training costs will be applicable during service delivery. End of scheme redundancy costs may become applicable after the five year period and sufficient reserve should be maintained to cover this potential cost.

Delivery Confidence – Stage 1

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3 the scheme is subject to consultation, cabinet approval and Government approval . There should be no inference made by this proposal that a scheme will be delivered and no predetermination of outcomes
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	09/01/2020	Est. completion date for implementation DD/MM/YY	31/03/2022
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No		

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

- Licences require landlords to meet conditions throughout the licence period. Failing to comply with licence conditions is an offence.
- Drives up Living Standards.
- Increases available resource for Local Authorities to regulate.
- Licence holder who must be a fit and proper person to be responsible for the property.
- Significant enforcement tool to ensure Landlords take an active role in the management of their tenants and their property.
- A licence is for a maximum 5 year period but can be varied to shorter lengths by the local authority as a penalty for non-compliance.
- A public register of all licence holders contact details must be held by the authority and made available to the public. This is a very good tool for tenants to check the landlord before they take on a property. It allows the public to see if a property is licenced within their community and report it if it is not. It allows other Council services working with landlords to very quickly ascertain who is responsible for a property or an offence.

Negative Impacts

Businesses may feel that this is a business tax against a poor outlook investment wise for the private rented sector. Mortgage income can not be of set against properties.

Landlords might pass on the costs to tenants.

However there is no evidence of this in other schemes or reviews that this is the case.

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

Positive Impacts

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

Negative Impacts

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

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

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

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Consultation	H	H	can not be mitigated
MHCLG reject business case	H	M	Strong evidence base requiring transformation monies and
legal challenge from Landlords	H	M	Follow Legal processes and evidence base
Alienate Landlords	M	L	Landlord engagement

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

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

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

PL20/03

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

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

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

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

ASB Team Waste Enforcement/ Waste Client

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

Delivery Confidence – Stage 1

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

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/12/2020	Est. completion date for implementation DD/MM/YY	01/05/2021
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No		

Implementation Details

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

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

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

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

Successful restructure and streamlined system delivery.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

More streamlined management structure.

Triage system will produce a more efficient and effective service delivery

Negative Impacts

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

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

Positive Impacts

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

Negative Impacts

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

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

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

Risks and Mitigation

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

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

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

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

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

PL20/09

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

Financial Benefits Summary

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

Revenue Impacts <i>All figures shown on an incremental basis</i>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
New net additional savings	130	100	70	50	-	350

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

2

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/03/2025
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	N		

Implementation Details

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

The additional income will be generated by ensuring services procured from the authority are charged at full cost. The income will also be delivered by ensuring that provision for waste and cleansing services, over and above core, standard universal provision, is also charged at full cost.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

None

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

Positive Impacts

None

Negative Impacts

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

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

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

Risks and Mitigation

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

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

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

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

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

PL20/14

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

Financial Benefits Summary

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

Revenue Impacts <i>All figures shown on an incremental basis</i>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
New net additional savings	-	- 30	- 35	- 35	- 10	- 110

Initial One-Off Investment Costs	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
Total	250	200	-	-	-	450

Financial Implications Outline

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

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

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

Delivery Confidence – Stage 1

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

2

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/04/25
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	N		

Implementation Details

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

The savings opportunity provides greater waste storage and infrastructure in the borough.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

none

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

Positive Impacts

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

Negative Impacts

The Commercial Waste sector is a competitive market.

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

n/a

Risks and Mitigation

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

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

Is a full EqlA required? Full EqlAs to be undertaken at Stage 2	Y
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Reviewed by		
[name]	Signature:	
	Date:	
[name]	Date:	

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

PL20/15

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

Transformation resource required to determine cost savings opportunity

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

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

Delivery Confidence – Stage 1

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

3

Indicative timescale for implementation

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

Implementation Details

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

The profile of the saving anticipates specialist transformation support to establish the opportunity and define a two-year implementation programme.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

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

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

Positive Impacts

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

Negative Impacts

None

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

N/a.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Insufficient engagement	H	M	Corporate buy in

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

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

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

PL20/17

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

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

Financial Benefits Summary

Revenue Impacts <i>All figures shown on an incremental basis</i>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
New net additional savings	-	15	15	20	20	70

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

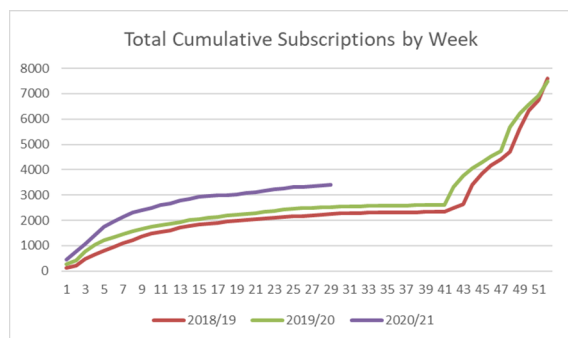
Financial Implications Outline

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

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

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

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



Delivery Confidence – Stage 1

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

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/03/2022
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	N		

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

None anticipated.

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

Positive Impacts

None anticipated

Negative Impacts

None anticipated

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

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

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation		
The reduced price and increased marketing does not generate the anticipated increase in income.	M	M	Review the marketing campaign and pricing structure.		
Has the EqlA Screening Tool been completed for this proposal? The Screening Tool should be completed for all Options at Stage 1. EqlA Screening Tool			Y		
Is a full EqlA required? Full EqlAs to be undertaken at Stage 2			Y		
Reviewed by				[Comments]	
Director / AD			Signature:		
Finance Business Partner			Signature:		

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

PL20/18

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

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

Financial Benefits Summary

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

Revenue Impacts <i>All figures shown on an incremental basis</i>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
New net additional savings	- 20	- 20	- 20	- 20	-	- 80

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

Financial Implications Outline

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

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

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

The proposal will be achieved in the normal BAU process of the Parks Team and Strategic Property.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

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

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

Positive Impacts

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

Negative Impacts

Opportunities to improve service standards will be curtailed.

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

The Parks Service is non statutory. However the service already returns a surplus on its controllable expenditure and this would increase the surplus available to the council to meet its statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Business fail and therefore rents are not received.	L	M	Multiple business so single failures are less impactful, however the probability of this has increased due to Covid Lockdown. Business would be relet to impact short term.

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

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

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

PL20/20

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

The saving was previously agreed but is now rescheduled.

Delivery Confidence – Stage 1

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

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	31/03/2025
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No		

Implementation Details

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

The saving will arise from the purchase / lease of new electric fleet in 2024/25.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

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

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

Positive Impacts

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

Negative Impacts

None anticipated

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

The Parks Service is non statutory. However the service already returns a surplus on its controllable expenditure and this would increase the surplus available to the council to meet its statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Capital cost of vehicles is more than the budget available.	H	m	Delaying the move to Electric will allow the market to mature. With more completion in the market it is hoped this will reduce the cost of change to electric.

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

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

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

PL20/21

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

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

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

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

Financial Benefits Summary

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

Revenue Impacts <i>All figures shown on an incremental basis</i>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
New net additional savings	- 45	-	-	-	-	- 45

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

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

Delivery Confidence – Stage 1

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

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	31/03/2021
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No		

Implementation Details

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

The reduction will be achieved through the Parks and Leisure restructure due to be completed by March 2021.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

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

Negative Impacts

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

Positive Impacts

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

Negative Impacts

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

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

The Parks Service is non statutory. However the service already returns a surplus on its controllable expenditure and this would increase the surplus available to the council to meet its statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Online systems do not function as intended to relive demand on the team for manual processing.	M	L	Good system design and user testing prior to going live.
Community demand for support outstrips supply.	M	L	Prior investment in upskilling partners and stakeholders has helped to improve knowledge and capability and this approach will continue.

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

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

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

PL20/22

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

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

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

Est. start date for consultation DD/MM/YY	Est. completion date for implementation DD/MM/YY
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No: This will be subject to statutory notification.

Implementation Details

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

This will require statutory notification prior to implementation.

Impact / non-financial benefits and disbenefits

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

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected? List both positive and negative impacts.
Positive Impacts
Little or no impact on non residents.
Negative Impacts
Residents dissatisfaction / challenge

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

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

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	YES

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

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

PL20/25

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

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

Description of Option:

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

Adhere to Haringey policy on changing Parking Income Fees and Charges

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Councillor and Stakeholders support	M	M	effective communication and links to town centre viability, and transport strategy objectives.
Motorists dissatisfaction / challenge	H	H	effective communication and links to town centre viability, and transport strategy objectives.

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	TBE

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

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

PL20/26

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

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

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

Financial Benefits Summary

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

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

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

Financial Implications Outline <ul style="list-style-type: none"> •How have the savings above been determined? Please provide a brief breakdown of the factors considered. •Is any additional investment required in order to deliver the proposal? •If relevant, how will additional income be generated and how has the amounts been determined? •Please describe the nature of one off implementation costs (if applicable)
Those savings will achieved through lower operating costs and the new approach will also help deliver other MTFS savings associated with improving the collection of parking debt.

Delivery Confidence – Stage 1

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

Indicative timescale for implementation

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

Implementation Details

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

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
That current negotiations will fail to deliver expected savings.	M	M	Discussions currently underway.
That we fail to secure the new car pound.	M	M	Procurement and legal advising on arrangements.

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

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

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

PL20/27

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

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

Description of Option:

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

Calculations and assumptions to be 'worked up'

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This should not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
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This is based on the assumption that resourcing levels remains appropriate post PMIS go live.	H	H	That parking services co-design the operating model post PMIS go live.

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

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

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

PL20/28

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

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

Description of Option:
Introduce Sunday charges in car parks.

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected? List both positive and negative impacts.
Positive Impacts
Effective communication to reiterate contribution towards transport strategy and air quality objectives
Negative Impacts
Businesses may oppose the introduction of charges.

How does this option ensure the Council is able to meet statutory requirements ?
This will support the delivery of statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Businesses and motorists may not welcome the introduction of charges.	H	H	effective communication and links to transport strategy and air quality targets

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	NO
Is a full EqIA required?	YES

Reviewed by

Director / AD		[Comments]
[name]	Signature:	
	Date:	
Finance Business Partner		[Comments]
[name]	Signature:	
	Date:	

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

PL20/29

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

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

Description of Option:

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

Financial Benefits Summary

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

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 73	-	-	-	-	- 73

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected? List both positive and negative impacts.
Positive Impacts
Effective communication to reiterate contribution towards transport strategy and air quality objectives
Negative Impacts
Businesses and Motorists may resist charges.

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
------	-------------------	------------------------	------------

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

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	NO
Is a full EqIA required?	YES

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

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

PL20/30

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

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

Description of Option:

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
This will rely on adequate resources	H	L	Resources being increased to support operation.

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	No

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

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

PL20/31

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

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

Description of Option:

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

Financial Benefits Summary

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

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	1,200	600	- 1,800	-	-	-

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

<p>Implementation Details</p> <ul style="list-style-type: none">•How will the proposal be implemented? Are any additional resources required?•Please provide a brief timeline of the implementation phase.•How will a successful implementation be measured? Which performance indicators are most relevant?
Actual calculations subject to change dependant on future social distancing measures and behaviours.

Impact / non-financial benefits and disbenefits

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

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or
Positive Impacts
Negative Impacts

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

Risks and Mitigation

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

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

--	--	--	--

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

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

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

PL20/32

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

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

Description of Option:

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

Financial Benefits Summary

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

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings		- 180				- 180

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

Financial Implications Outline

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

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

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

Delivery Confidence – Stage 1

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

Indicative timescale for implementation

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

Implementation Details
This will require statutory consultation prior to implementation.

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Councillors and Residents Support	M	M	Effective communication and links to the delivery of transport strategy and air quality objectives.
Stop and shop income has been quite volatile in recent years. The introduction of this surcharge could be detrimental to take up of the facilities.	H	H	Effective communication and links to the delivery of transport strategy and air quality objectives.
PL20/25 proposals may also impact on take up levels, which would also impact on this proposal.	M	M	Effective communication and links to the delivery of transport strategy and air quality objectives.
The town centre offer will impact on stop and shop demand.	H	H	reliant on national and local incentives.

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	YES

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

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

PL20/33

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

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

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

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

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Residents and business dissatisfaction with proposals.	H	H	Effective communication and links to transport strategy and air quality objectives.
Parking permit charges are now quite high	h		

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

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

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

PL20/34

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

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

Description of Option:
<p>The operational hours of two hour CPZs being extended to all day.</p> <p>£40k one off revenue investment - change to signage + Statutory consultation.</p>

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

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

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

Delivery Confidence – Stage 1

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

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

Implementation Details

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

This will be subject to statutory consultation.

Impact / non-financial benefits and disbenefits

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

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

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

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

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	NO

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

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

PL20/35

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

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

Description of Option:

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

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

Invest to save

Gross saving -£780k

Ongoing Revenue investment (staffing) £700k

Net Savings -£80k

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

Delivery Confidence – Stage 1

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

3 = Confident

Indicative timescale for implementation

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

Implementation Details <ul style="list-style-type: none"> •How will the proposal be implemented? Are any additional resources required? •Please provide a brief timeline of the implementation phase. •How will a successful implementation be measured? Which performance indicators are most relevant?
Adhere to Haringey policy on changing Parking Income Fees and Charges

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
Positive Impacts
Effective communication to reiterate contribution towards transport strategy and air quality objectives.
Negative Impacts
Residents, motorists and businesses may not support night-time enforcement

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated
Positive Impacts
Effective communication to reiterate contribution towards transport strategy and air quality objectives.
Negative Impacts
Residents, motorists and businesses may not support night-time enforcement

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Policy and Stakeholders support	M	M	effective communication and links to transport strategy and air quality targets
Residents, motorists and business dissatisfaction / challenge	H	H	Effective communication and links to transport strategy and air quality objectives.

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	YES

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

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

PL20/36

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

Title of Option:	1 hour minimum length of stay in stop and shop parking bays in main town centres.		
Priority:	Place	Responsible Officer:	Ann Cunningham
Affected Service(s) and AD:	Highways and Parking	Contact / Lead:	Ann Cunningham

Description of Option:
<p>Increase the minimum length of stay to 1 hour in stop and shop parking in main town centres. Turnover of parking spaces is essential to support town centres. It is also essential that those parking spaces are made available to shoppers / visitors. Current arrangements involve an average of 1 hour parking time by the majority of motorists. This move will formalise this arrangement by managing parking in a clear and concise manner. It will reduce the propensity for all day parking by commuters , paying for current minimum parking sessions during CEO patrols. This will require 10k one-off Capital investment for change of signage +TMO's.</p>

Financial Benefits Summary

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

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

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

Financial Implications Outline

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

Those are estimates based on parking data available at present.

Delivery Confidence – Stage 1

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

3 = Confident

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	Est. completion date for implementation
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	No: This is an incremental change in how we manage our parking in main town centres.

Implementation Details

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

This will be implemented through the statutory consultation process and will require software and signage

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
Positive Impacts
Effective communication on benefits to town centres parking space management.
Negative Impacts
Motorists may oppose change

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated
Positive Impacts
Effective communication on town centre parking space management.
Negative Impacts
This may be resisted by many businesses.

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Motorists dissatisfaction	H	H	Effective communication and links to transport strategy and air quality objectives and town centre viability.

Has the EqlA Screening Tool been completed for this proposal? EqlA Screening Tool	NO
Is a full EqlA required?	YES

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

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

PL20/38

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

Title of Option:	Increased Moving Traffic enforcement		
Priority:	Place	Responsible Officer:	Ann Cunningham
Affected Service(s) and AD:	Highways and Parking	Contact / Lead:	Ann Cunningham

Description of Option:
Extended enforcement of road closures implemented through Low Traffic Neighbourhoods (LTN's). The adoption of the Walking and Cycling Action Plan will result in the implementation of LTN's across the borough. This will involve road closures that will be enforced by CCTV cameras.

Financial Benefits Summary

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

Revenue Impacts	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<i>All figures shown on an incremental basis</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings		-	- 100	- 360	-	- 460

Initial One-Off Investment Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total	-	75	275	-	-	350

Financial Implications Outline

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

Those savings are based on the assumption that at least 14 road closures will need to be managed by CCTV enforcement. The actual number of locations may differ as schemes are designed and implemented. The financial assumptions take account of the fact that those closures are likely to relate to quieter local roads.

Delivery Confidence – Stage 1

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

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

Implementation Details

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

Implementation will be linked to LTN design and implementation.

Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?
Positive Impacts
This will improve the public realm, reduce congestion and support walking and cycling.
Negative Impacts
Those measures will not be welcomed by many residents.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected? List both positive and negative impacts.
Positive Impacts
Improved public realm, reduced congestion.
Negative Impacts
Those measures will not be welcomed by many stakeholders.

How does this option ensure the Council is able to meet statutory requirements ?
This does not impact on our ability to meet statutory requirements.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
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This is linked to the roll out of LTN's. The Walking and Cycling action plan is yet to be adopted and this proposal is based on an assumption that this action plan will be adopted by the Council and LTN's subsequently designed and implemented.	H	H	Transport planning colleagues ensuring adequate communication with all decision makers.

Has the EqIA Screening Tool been completed for this proposal? EqIA Screening Tool	NO
Is a full EqIA required?	YES

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

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

PL20/39

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

Title of Option:	Remodel of Management and Support		
Priority:	PLACE	Responsible Officer:	Stephen McDonnell
Affected Service(s) and AD:	Management and Support	Contact / Lead:	Stephen McDonnell

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
 - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
 - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the any new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

Review of roles and responsibilities of Management & Support.

Financial Benefits Summary

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

Revenue Impacts <i>All figures shown on an incremental basis</i>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	Total £000s
New net additional savings	- 160	-	-	-	-	- 160

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

Financial Implications Outline

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

Review of roles and responsibilities of Management & Support.

Delivery Confidence – Stage 1

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

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	ongoing
Is there an opportunity for implementation before April 2021? Y/N ; any constraints?	N		

Implementation Details

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

Review of roles and responsibilities of teams

New operating structure to be implemented by April 2021.

No additional Resources - to be contained within current operations capacity.

Successful restructure and streamlined service delivery.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

More efficient and effective service delivery

Negative Impacts

None anticipated

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

Positive Impacts

None anticipated

Negative Impacts

None anticipated

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

Risks and Mitigation

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

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

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

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