

9. 2024-25 BUDGET AND 2024-2029 MEDIUM TERM FINANCIAL STRATEGY REPORT (PAGES 1 - 170)

Separate pdf document attached for ease of reference and quicker viewing. These are the same papers as in the main agenda pack at item 9.

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Report for: Cabinet 6 February 2024

Title: Final 2024-25 Budget and 2024-29 Medium Term Financial Strategy

Report authorised by : Jon Warlow, Director of Finance

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

Ward(s) affected: All

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

1. Describe the issue under consideration

1.1. This report sets out details of the final proposed General Fund (GF) Budget for 2024/25; the Medium Term Financial Strategy (MTFS) 2024/29; the HRA Budget 2024/25 and its Financial Plan, as well as the capital programmes for both funds. It also includes proposed dedicated schools budgets for 2024/25.

General Fund Revenue Budget

1.2. As Members will know, the financial situation for local authorities is as difficult at this time as perhaps it has ever been, as evidenced by the increasing number of authorities who are needing, or near to issuing, a Section 114 statement regarding their inability to set a legal budget. This has been the backdrop to our budgetary process for the 2024/25 year.

1.3. With a £16.3m budget gap in the December Draft General Fund Budget, considerable further work has been undertaken to identify additional savings and actions to close the gap. Consequently, the budget position has improved by c.£10.4m since December, requiring the Council drawdown of £5.9m from the Strategic Budget Planning Reserves in order to set a balanced budget for 2024/25. The main changes are briefly summarised in this section below.

1.4. The primary reason for the December gap was the need for growth in Directorate budgets. This was predominately in the three demand led services with £25.5m growth being built into this Budget solely for these, namely: £20.4m for Adult social care; £3.0m for Temporary Accommodation and £2.1m for Children's.

1.1. The Provisional Local Government Finance Settlement (PLGFS) was announced on 18th December and has proposed a 6% increase in Core

Spending Power (CSP) in 2024/25 for Haringey, below the national average of 6.5% costing us £1.5m a year compared to the national average. CSP measures the core revenue funding available for local authorities and includes assumptions around Council Tax and locally retained business rates and allocations for Revenue Support Grant and other core grants such as New Homes Bonus and Social Care Grants.

- 1.2. The CSP figures assume that local authorities will apply the full Council Tax and Adults Social Care (ASC) precept increases which the PLGFS confirmed as 2.99% for Council Tax and 2% for ASC (this total increase was assumed in our December Budget). This 2024/25 Budget continues to recommend that both increases are adopted.
- 1.3. The overall funding announced for Haringey in the PLGFS is £3.7m worse than assumed in the Draft December Budget. This is due to £2.7m less than assumed for the Services Grant, £2.3m notional deterioration in Business Rates related funding, £0.2m deterioration in the New Homes Bonus and £1.3m more than assumed for the Adults Market Sustainability & Improvement Fund and Social Care Grant. Grant allocations still to be announced include Public Health Grant and the Homelessness Prevention Grant. As yet the government has not announced any future Household Support Fund (HSF). The current year's Haringey HSF allocation is £4.8m and if this does not continue for 2024/25, will result in further loss in vital government funding.
- 1.4. This year's provisional settlement follows the details provided at the Autumn Statement 2023 and the Policy Statement on 5th December 2023. The PLGFS only provides funding allocations for the single financial year 2024/25. This information has been used to model the 2024/25 assumptions for Haringey. Beyond that year, most grant funding is assumed as cash flat.
- 1.5. On 24 January 2024, the Government announced an increase in funding for 2024/25 over and above that included in the PLGFS. The largest sum is £500m for authorities with social care responsibilities and will be distributed via the social care grant. Although the actual additionality for Haringey will not be confirmed until the publication of the final settlement, the sector as a whole assumes the allocation methodology will follow that previously used. A late adjustment has been made to this Budget report to build in an assumed additional £2.0m of social care grant which will offset the significant growth that the Council has had to build into the social care budgets for 2024/25. We have also allocated the additional £1.3m increased market sustainability and social care grant funding in full to Adults social care and reflected the impact of the reduced Services grant on the overall budget position.
- 1.1. Modelling was undertaken during September which showed that the continuation to participate in the 8 Borough business rate pool for 2024/25 is beneficial and as such £2m additional income was assumed in December. This is still a sound assumption, and the decision has now been formally ratified by the Director of Finance following consultation with the Lead Member for Finance.

- 1.2. Since the last report, and subject to the approval of Full Council, there have been some improvements to the Council Tax assumptions: £0.9m from the impact of applying Premium on Empty Homes, £0.8m from an increased council taxbase and a one-off from the estimated 2023/24 surplus.
- 1.3. Additionally, further due diligence has been undertaken against key corporate budgets such as pay, general inflation, treasury, borrowing and the main contingency budgets. Even though this is normal practice, given the financial challenges we face and the current economic volatility this has assumed greater importance. We have improved forecasts in interest received, Concessionary fares and non-pay inflation. The Capital programme was reviewed for options for further reductions resulting in minimal changes and we revisited the North London Waste Authority (NWLA) levy assumptions, which are now higher compared to the December Draft Budget.
- 1.4. Turning now to the extensive further work undertaken since December on service and directorate budgets. Following receipt of the most up to date in-year forecasts and improved confidence in the impact of mitigation to reduce known pressures, growth assumptions for 2024/25 in Social Care and Temporary Accommodation were also revisited.
- 1.5. Through an extensive and collaborative exercise across the council, additional directorate savings and management actions of £4.7m in 2024/25 have been identified since the December Draft Budget, rising to an additional £13.0m over the course of the MTFS. There is also an estimated £3.5m improvement of budgeted client contributions in Adult Social Care Services, of which a total £0.250m of that income will be earmarked for two years to deliver the Adults Debt Recovery project. There has also been additional unavoidable corporate growth of £0.715m, predominately due to card fees on bank charges and increased external audit fees and it should be noted that all the previously described growth in the December Draft Budget continues to form part of this final Budget.
- 1.6. The Budget and MTFS now presented also take due regard of the consultation feedback, recommendations from the Council's Overview and Scrutiny Committee and the results of the Equalities Impact Assessment. All budget changes made in total since December have improved the overall budget position by c.£10.4m since December. To enable the Council to set a balanced budget for 2024/25 there will be a drawdown of £5.9m from the Strategic Budget Planning Reserves.
- 1.7. In accordance with the Local Government Finance Act (LGFA) 1992, Full Council must approve the Budget for the forthcoming year and agree council tax for that year by the statutory deadline of 11th March. This report forms a key part of this budget setting process by setting out the planned funding and expenditure for that year. Cabinet's role in this is to recommend the Budget and key policy proposals to Full Council for agreement and this report

satisfies this duty. Full Council will consider the Budget package contained in this report at their meeting on 4th March 2024.

- 1.8. In order to ensure the Council's finances over the medium term are built on a sound basis, the Council always maintains a five –year future forecast of its finances via its MTFS. The 2024/25 Budget has significant growth allocated to care service budgets (mainly Adults) and addresses the assumed demand in care services, underpinned by a significant savings programme and use of £5.9m reserves. Similarly, to previous years, there has been limited progress to address the structural budget gap which is forecast to reach c£28m by 2026/27 (Given the degree of economic and future funding uncertainties, our projections beyond this point were not able to be soundly modelled). The gap for 2025/26 is £16.9m alone.
- 1.9. This has been a tough budget round for the Council, as is self evident by the need for an extensive second round since December. Looking forward to 2025/26, our forecast gap of £16.9m is greater than it has been for Year 2 of our MTFS (last year it was £6.3m). Given the value of savings that the Council has already made since 2010, next year must represent the most challenging financial position yet for the Council. This is exacerbated by lack of certainty about its funding levels and cost and demand increases, a situation shared with many other authorities. The Council will need to commence its next stage of financial and savings planning early in this new year (as indeed it normally does) and continue to monitor this situation closely. Without the necessary increase in funding from government and given our reducing reserves, the Council's future financial position looks very difficult.
- 1.10. The Council must therefore continue to focus on delivering its agreed programme of savings which are vital in helping the ongoing financial sustainability of the authority in the longer term.

Capital

- 1.11. Our capital programme provides important opportunities to address our communities' needs, however the Council's finances are tightly constrained, and so affordability is a key consideration.
- 1.12. Investment in capital expenditure can support the Council to deliver on key priorities and can support the delivery of permanent revenue savings. However, in the current financial climate, it is more important than ever that the Council ensures that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable.
- 1.13. The current economic environment has also had major implications for the existing and future GF Capital Programme. Borrowing costs have increased and inflation has impacted the cost of raw materials and the tightness in the supply chain for capital works (labour and materials) has added both cost and time to schemes.

- 1.14. In response, the Council has undertaken a fundamental review of the existing capital programme, removing or deferring a number of schemes. A robust approach has been taken to the inclusion of any new proposed investment.
- 1.15. Given the extent of the financial challenge still facing the authority and following further review of the Capital Programme since December, there has been a further £28.7m proposed budget reduction across schemes from the Children's and Young People's Services (CYPS), Environment and Resident Experience (ERE) and Placemaking and Housing Directorates over the MTF5 period. These changes continue to put the Capital Programme on a more affordable footing. These proposed further reductions to the Capital Programme will be kept under review and reconsidered as part of the future MTF5 processes to ensure the Council is able to continue to meet their statutory duties and protect the most vital services to residents.
- 1.16. The impact of this rigour can be seen when comparing the latest capital programme projection to 2027/28 (£583m) with that agreed in March 2023 (£1,008m), a reduction of £425m.

HRA

- 1.17. The prevailing economic situation is also forecast to impact on the current HRA financial plan with increases in energy costs, inflation and interest rate rises presenting a level of challenge and difficulty in delivering the capital programmes now and the viability of our HRA in the medium to long-term.
- 1.18. To be able to invest in the management and maintenance of our homes and maintain the long-term sustainability of the HRA, the Council has reviewed its charges to tenants.
- 1.19. The proposed Plans now presented, despite the forecasted challenges, maintain an adequate annual surplus (though decreased in future years), providing an appropriate level of in-year financial cover.
- 1.20. The new HRA capital plan places a strong emphasis on meeting the needs of the existing tenants and addressing the condition of the existing stock. It also focuses on the delivery of new homes, renewal of the Broadwater Farm ("BWF") estate, carbon reduction in existing stock, and fire safety of the entire stock. Capital investment for 2024/25 alone is £239m and is geared towards maximising the use of other available resources and use of borrowing as last resort.

Dedicated Schools Budget

- 1.21. Since the proposed budget shared in December, national figures for 2024/25 schools have been announced. Overall, Haringey's National Funding Formula (NFF) allocation for 2024/25 is an increase of 8.6% excluding rolled in grants equivalent to £7.12m. This is based on the December 2023 published allocations, with the final school finance settlement confirmed usually in July 2024 for the updated Early Years Block census.

Conclusion

- 1.22. In summary, this report finalises the Council's General Fund and HRA 2024/25 Budgets and Medium-Term Strategies for 2024/2029.
- 1.23. The only items not confirmed at this stage are:
- Notification of final levy sums however, we are not forecasting any levies to be significantly different to the sums budgeted for;
 - Confirmation of the GLA council tax element;
 - Final 2024/25 Local Government Finance Settlement (LGFS) announcement and any other late notifications from government departments.
- 1.24. Due to the very recently received announcement of additional funding from Government for 2024/25, there could be more budget adjustments post the publication of this report than in prior years. A full update and an assessment of the implications for Haringey, including any final required adjustments, will be included in the Full Council report on 4th March.

2. Cabinet Member Introduction

- 2.1. We have recently estimated that over the past 14 years of government austerity, real terms funding for our borough has been reduced by c.£143 million compared to 2010/11 levels. Haringey is among the boroughs with the highest levels of deprivation in London, with corresponding higher need for social care and other services. Rising need and high inflation are driving up what we must spend on statutory services. We have always been clear that if government is unwilling to step up for the people of Haringey, we will do so.
- 2.2. Haringey Council is ambitious for our borough's future. Our council house building programme remains on track, and we will deliver our key commitment of 3000 new Council homes by 2031. This investment will make a real difference to local people; affordable, high-quality, modern, eco-friendly homes will support families out of temporary accommodation and homelessness. We will continue to pursue our climate and air quality goals; creating more school streets and increasing tree planting; making our homes climate-change proof through retrofitting and smart design; and encouraging active travel through installing more cycle lanes and bike hangars. Pollution is generally higher in lower income areas. Poorly insulated homes hit the pockets of people on lower incomes hardest. Travel by foot or bike or bus is the most affordable way to get around – and most people in low income neighbourhoods don't own a car. Climate justice is social justice – and this administration's commitment to building a fairer, greener Haringey remains at the heart of all our decision making.
- 2.3. I would like to extend my thanks to all the residents who participated in the budget consultation, whose feedback shaped our thinking and approach. I'm grateful to the Council officers who, through their hard work identifying efficiencies, have helped us once again set a balanced budget this year. After 14 years of austerity, every year of funding cuts compound to make each budget round more demanding than the last.

2.4. As a Council, we are focused on delivering value for money by continuing to drive down spending on agency staff, consultants, and senior managers. Local authorities across the political spectrum have campaigned for government to provide fairer funding, in response the government has called on councils with budget shortfalls to use their reserves to fill the gap. This is not a sustainable long-term solution. Reserves can only be spent once, so as a responsible local authority we have sought to minimise their use as much as possible. The government has notified an intention to increase funding via the Social Care Grant, which for Haringey amounts to just £2m this year. While any increase in funding is welcome, this is nowhere near enough to cover the increased cost of delivering adult social care, and does nothing to address future funding pressures.

2.5. Efficiency savings and the use of reserves have not been enough to address the overwhelming pressure on our budget, and some difficult decisions must be made. To set a balanced budget we must find savings in our services and be prudent about the affordability of borrowing. However, with the current available resources we will not be able to do everything we previously planned, and some projects will have to be delayed to a time when the cost of borrowing is lower. Despite all the challenges we will proudly continue to resource our fantastic libraries, children's centres, parks, leisure facilities, affordable homes, and youth services. This budget invests in the local services that our communities value and invests in Haringey's future as a fairer, greener borough.

**3. Recommendations
Cabinet is asked to:**

3.1 Consider the outcome of the budget consultation as set out in Appendix 7, to be included in the report to Council.

3.2 Approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals as set out in Appendix 8.

3.3 Propose approval to the Council of the 2024/25 Budget and MTFS 2024/29 Budget new growth and savings proposals as set out in appendices 2a, 2b 3a and 3b.

3.4 Propose approval to the Council of the 2024/25 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund budget requirement of £279.305m, but subject to final decisions of the levying and precepting bodies and the final local government finance Settlement.

3.5 Propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2024/2029 as set out in Appendix 1.

- 3.6 Propose approval to the Council that the overall Haringey element of Council Tax to be set by London Borough of Haringey for 2024/25 will be £1,635.92 per Band D property, which represents a 2.99% increase on the 2023/24 Haringey element and with an additional 2% for the Adult Social Care Precept amount.
- 3.7 Note the Council Tax Base of the London Borough of Haringey, as agreed by the Section 151 Officer under delegated authority (Article 4.01(b), Part 2, of the Constitution), as 81,875 for the financial year 2024/25 (Appendix 10).
- 3.8 Propose approval to the Council of the 2024/25 Housing Revenue Account budget as set out in Table 9.6.
- 3.9 Propose approval to the Council of the Housing Revenue Account Medium Term Financial Strategy (MTFS) 2024/2029 as set out in Table 9.6.
- 3.10 Approve the changes to the rent levels for residents in temporary accommodation, Council tenants in General Needs and Sheltered/Supported homes and shared ownership rents. Following compliance with the notification provisions contained in s103 Housing Act 1985, this will increase the average weekly rents as set out in Section 9.
- 3.11 Agree the changes to service charges to tenants as set out in Tables 9.4 and 9.5, which will come into effect following compliance with the notification provisions contained in s103 Housing Act 1985.
- 3.12 Propose approval to the Council of the 2024/25 – 2028/29 General Fund capital programme detailed in Appendix 4.
- 3.13 Propose approval to the Council of the 2024/25 – 2028/29 Housing Revenue Account (HRA) capital programme detailed in Table 9.7.
- 3.14 Propose approval to the Council of the Capital Strategy detailed in Section 8 of this report.
- 3.15 Propose approval to Council of the strategy on the use of flexible capital receipts to facilitate the delivery of efficiency savings including capitalisation of redundancy costs (Appendix 6).
- 3.16 Propose to the Council the Dedicated Schools Budget (DSB) allocations for 2024/25 of £234.04m as set out in Table 10.1.
- 3.17 Note the funding to be distributed to primary and secondary schools for 2024/25 based on the figures advised to Schools Forum and submitted to the Education Funding Agency in January 2023 set out in Section 10.
- 3.18 Note the budgets (including the use of brought forward DSG) for the Schools Block, Central Services Block, High Needs Block and Early Years Block set out in Table 10.1.

3.19 Delegate to the Director of Children Services, following consultation with the Cabinet Member for Children, Education and Families, authority to amend the Delegated Schools Budget to take account of any changes to Haringey's total schools funding allocation by the Education and Skills Funding Agency.

3.20 Delegate to the Section 151 officer, following consultation with the Cabinet Member for Finance, authority to make further changes to the 2024/25 budget proposals to Full Council up to a maximum limit of £1.0m.

4. **Reasons for decision**

4.1 The Council has a statutory obligation to set a balanced budget for 2024/25 and this report forms a key part of the budget setting process by setting out the final forecast funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium-Term Financial Strategy. The Budget/MTFS report will be presented to Full Council on 4 March 2024 for approval.

5. **Alternative options considered**

5.1 The Cabinet must consider how to deliver a balanced 2024-25 Budget and sustainable MTFS over the five-year period 2024-29, to be reviewed and ultimately adopted at the meeting of Full Council on 04 March 2024.

5.2 The Council has developed the proposals contained in this report in light of its current forecasts for future income levels and service demand. These take account of the Council's priorities; the extent of the estimated funding shortfall; the estimated impact of wider environmental factors such as inflation, interest rates, the cost of living crisis on households and, in some service areas, the legacy of the Covid-19 pandemic; and finally, the Council's overall financial position. It is this appraisal that has led to this report.

5.3 These final proposals now presented take into consideration the funding allocations announced in the Provisional Local Government Finance Settlement, the responses to the budget consultation and the initial Overview & Scrutiny process. There is not an option to do otherwise as the Council has a legal duty to set a balanced budget by 11 March each year.

6. **Background information and Funding Assumptions**

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

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

- 6.2 Business Rates and Grant funding levels are largely driven by the outcome of Spending Reviews (SR), Budget Statements and the Local Government Finance Settlement (LGFS). There has been no SR this year.
- 6.3 The Autumn Budget Statement announced on 22 November 2023 provided updates on the state of public finances and the performance of the economy. Inflation was predicted to reach the government's target of 2% CPI by the second quarter 2025. The decrease is largely attributed to the following factors: lower wholesale energy prices; a fall in food and other goods inflation; and loosening of the labour market. Real household disposable income is not predicted to recover to pre-pandemic levels until 2027-28.
- 6.4 Announcements in the Autumn Statement directly relevant to local government include:
- There was **no new funding for 2024-25 for adult or children's social care or any general local government funding**, beyond what was announced last year.
 - Resource Departmental Expenditure Limit (DEL) budgets will increase by 1.0% in real terms over the medium term to 2028-29, **implying real-terms cuts for unprotected departments like the Local Government DEL.**
 - Local Housing Allowance rates will be raised to a level covering 30% of local market rents.
 - Additional funding of £120m for homelessness prevention (UK-wide) in 2024-25 (details TBC).
 - Local Authority Housing Fund to be extended with a third round worth £450m to deliver new housing units and temporary accommodation for Afghan refugees.
 - For the Housing Revenue Account, there is a rate extension of £5m to June 2025 of the Public Works Loan Board policy margin announced in Spring 2023.
 - There are plans to allow local authorities to be able to fully recover the cost of planning fees for major planning applications if decisions are made within certain timelines.
 - Local Planning Authorities to receive £32m to tackle planning backlogs.
 - Benefits will increase by 6.7% in 2024/25 in line with September inflation rate.
 - The standard business rate multiplier will be increased by September CPI (6.7%) and the small business rate multiplier will be frozen for a fourth consecutive year. The 75% Retail, Hospitality and Leisure relief will be extended for 2024-25. Local authorities will be fully compensated for the loss of income because of these two measures.
- 6.5 The Government published a local government Policy statement on 5 December 2023. This largely confirmed announcements already made in the December 2022 Policy statement and confirmed that draft authority level

details to be provided in the PLGFS to be announced before parliament recess.

- 6.6 The **PLGFS for 2024/25** was announced on 18 December 2023 and again provided funding allocations for one year only. Much of the PLGFS is focused on '**Core Spending Power**' (CSP) which is a Government measure of the resources available to local authorities to fund service delivery. It includes the following:
- Revenue Support Grant (RSG) and notional Business rates (both income retained locally and the top up received from Government). These are collectively known as 'Settlement Funding Assessment' (SFA);
 - Section 31 grants (estimated) in relation to business rates to compensate authorities for government decisions on business rate reliefs and holding the multiplier below inflation (under indexation);
 - Council Tax Requirement – a calculated notional figure based on national taxbase growth levels and assumption that all authorities have and will apply the maximum council tax increase;
 - Specific grants – including Social Care related grants, the New Homes Bonus and the Services grant *and*
 - Adjustments for any rolled in grants and adjustments to deliver the 3% CSP funding guarantee.
- 6.7 **Core Spending Power (CSP) will increase by 6.5% across England and 6.4% for London boroughs in 2024-25. Haringey's CSP will increase by only 6%.**
- 6.8 The Council Tax referendum threshold will remain at 3%. Eligible local authorities can set an adult social care precept of up to 2% without a referendum. This is in line with the assumptions included in the December Draft Budget report.
- 6.9 The PLGFS postponed any plans to reform its assessment of need and resources or to reset the business rates retention scheme until the next parliament (i.e. 2025-26 at the earliest).
- 6.10 The key implications for Haringey from the PLGFS are:
- £1.5m **more** than assumed for Social Care Grant and Market Sustainability & Improvement Fund.
 - £2.7m **less** than assumed for Services Grant.
 - £0.2m **deterioration** in assumptions on New Homes Bonus (NHB)
 - Overall, a **£1m deterioration** in grant funding compared to the assumptions in the draft Budget report.
 - A notional £2.3m deterioration in Business Rates related funding – final figure dependent on completion of key grant return (NNDR1) at the end of January 2024

- Grant allocations not announced in the PLGFS: Public Health Grant, Homelessness Prevention Grant, Schools Funding.
- 6.11 The PLGFS revised grant allocations have been incorporated into the 2024/25 Budget and 2024/2029 MTFS presented in this report.
- 6.12 On the 24 January 2024, the Secretary of State for Levelling Up, Housing and Communities published a written statement, announcing an increase in funding that will be reflected in the final 2024/25 local government finance settlement. This package includes:
- £500 million for social care authorities, aimed at children’s social care and distributed through the social care grant;
 - A £15 million increase to the rural services delivery grant;
 - An increase in the minimum funding increase guarantee threshold from 3% to 4%;
 - £3 million in support for local authorities experiencing significant difficulties due to internal drainage board levies, to be delivered outside of the settlement; and
 - A specific funding uplift for the Isles of Scilly and the Isle of Wight (amount not specified).
- 6.13 Overall, the Government estimates that this package will amount to about £600 million in additional funding, with additional services grant funding making up the balance.
- 6.14 The final local authority level allocations will not be confirmed until the final local government finance settlement is published, which will be after the publication of this report. However, on the assumption that the £500 million social care grant uplift will be apportioned based on the standard adult social care relative needs formula, an additional £2m of Social Care Grant has been built into this final Budget reflecting Haringey’s estimated share. This will obviously be used to offset the considerable growth that has had to be built into the social care budgets for 2024/25.
- 6.15 The final Budget report to Full Council on 4 March will reflect the impact of the **final** funding allocations.
- 6.16 In addition to the funding increases, the written statement also announced that all local authorities will have to produce productivity plans, setting out how they will ‘improve service performance and reduce wasteful expenditure to ensure every area is making best use of taxpayers’ money’.
- 6.17 The Government is aiming to require local authorities to produce these plans by the Parliamentary summer recess (late July) and will design a process for

local authorities to follow. The Government will provide more information on these requirements for local authorities at the final Settlement.

- 6.18 The Department for Levelling Up, Housing and Communities will be establishing an expert panel to advise the Government on financial sustainability in the sector which will include the Office for Local Government and the Local Government Association. The panel will review local authority productivity plans and advise the Government on best practice in this area.

Business Rates and Revenue Support Grant

- 6.19 When the new localised business rates system was introduced in 2013, it set a 'baseline' for each local authority against which growth could be measured. It was recognised that the baseline would need to be re-visited after a number of years to ensure that the incentive to grow businesses in local areas was maintained.
- 6.20 The intention was for business rates baselines to be reset from April 2020 however, both SR19 and SR20 confirmed annual delays. SR21 was silent on the reset, and it wasn't implemented for 2022/23. The Government progressed with a revaluation of business rates from 1 April 2023, but the reset did not take place. The 2024/25 PLGFS postponed any plans to reset the business rates retention scheme until the next parliament (i.e. 2025-26 at the earliest) and therefore, the Budget continues to assume a reset in 2025. This will be kept under review and amended as new announcements are received. However, as Haringey is a top up authority, even if this assumption proves incorrect, it is expected that a similar level of funding will accrue from a redistribution of business rates income in the form of additional/alternative grant.
- 6.21 Revenue Support Grant (RSG) and the amount provided to local government is just one part of the overall amount of funding determined during a Spending Review. However, for local authorities, since the introduction of the Business Rate Retention Scheme, Revenue Support Grant is the primary source of funding from central government and is calculated via the Settlement Funding Assessment (SFA) which consists of the local share of business rates, and Revenue Support Grant. The SFA is updated year on year in line with the change in the small business multiplier which more recently has been based on the September CPI figure. This was 6.7% in September 2023 and the PLGFS confirmed this figure. Therefore, no change has been made to the RSG figure in this final 2024/25 Budget.
- 6.22 The Council participated in the London Pool for three years (2018/19 – 2020/21). London chose not to continue the Pool in 2021/22 due to the significant impact that the Covid 19 pandemic had had on the business community and therefore forecast revenues. Pooling was revisited for 2022/23 and, while a London-wide pool was not deemed viable, a smaller pool consisting of Haringey and 7 other London boroughs was put into place for that year. This continued in 2023/24.

- 6.23 Modelling was undertaken during September which showed that the continuation of this 8 Borough pool is expected to have a similar financial benefit in 2024/25 to the current year of c.£2.0m. The draft Budget presented to Cabinet in December confirmed the Council's support for the continuation of the smaller pool for 2024/25 and delegated the final decision to participate to the Director of Finance in consultation with the Cabinet Member for Finance. This decision has now been made. The £2m benefit was already built into the draft Budget for one year only.
- 6.24 The PLGFS confirmed a 6.7% inflationary increase to business rates income including RSG, in 2024/25. This was already the assumption in the draft Budget, so no changes required to this assumption. Given on-going uncertainty about inflation for next year, funding across these budget heads from 2025/26 have been assumed as broadly flat for now and will be revisited at the next MTFS update.
- 6.25 In terms of net growth in the business rates taxbase / hereditaments, the planning assumption across the MTFS period is that there will be no net growth. This is in line with the previous assumptions.
- 6.26 Collection rates have improved post pandemic and the forecast collection rate for 2024/25 has been set at 97%, which will represent a further improvement on current performance.
- 6.27 The resulting forecast income from business rates related income, including revenue support grant, is shown in table 6.1 below.
- 6.28 As noted above, we have not felt it possible at this point to amend projections beyond 2025/26.

Table 6.1

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Revenue Support Grant	£'000	£'000	£'000	£'000	£'000	£'000
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
NNDR Top Up Grant	(59,451)	(63,686)	(95,991)	(95,991)	(95,991)	(95,991)
NNDR Income & Fees	(19,800)	(22,288)	(22,414)	(22,414)	(22,414)	(22,414)
Section 31 Grants	(21,546)	(22,251)	(0)	(0)	(0)	(0)
Bus Rates Pool Benefit	(2,000)	(2,000)	-	-	-	-
NNDR (Surplus)/Deficit	1,271	-	-	-	-	-
Total	(127,162)	(137,578)	(145,922)	(145,922)	(145,922)	(145,922)

Council Tax

- 6.29 The current assumptions about Council Tax are set out below.
- A 2.99% increase in Council Tax in 2024/25 after which it reduces to 1.99% across the MTFS period.
 - A 2% increase in ASC Precept for 2024/25 after which it is assumed to discontinue.
 - The tax base for 2024/25 is forecast to grow by a slightly higher rate of 1.65% than the 1% assumed in the draft Budget report. This is forecast

to yield an additional £0.850m compared to the draft budget assumption. Thereafter, the planning assumption is 1% growth per annum across the remaining MTFs period.

- The 16 January 2024 Cabinet meeting approved the adoption of a revised definition of a long-term empty dwelling, which is subject to approval by Full Council in March 2024. This is estimated to deliver an additional £0.9m council tax per annum from April 2024 and this sum has now been built into the Budget proposals.
- The collection rate is assumed to continue on a post pandemic improvement and is forecast at 97% in 2024/25. This collection rate is assumed across the remainder of the MTFs period. No change has been made since the draft Budget report.
- The Revenues service have been given one-off resources to focus on the collection of arrears. On the back of this, a one-off £1m additional income has been assumed as deliverable in 2024/25 and was included in the December draft budget report.
- Following the calculation of the final Council Tax 2022/23 and the estimated 2023/24 position, a surplus of £2.6m due to Haringey is forecast. Given that the 2023/24 figure is an estimate at this time, the final 2024/25 Budget only builds in a £1.5m one-off sum. This is a further improvement to the overall Council Tax income assumed in the draft report.

6.30 The resulting projections for Council Tax income and Band D rates are set out in Table 6.2 below. Compared to the draft Budget assumptions, there has been a £3.25m improvement for 2024/25 from the amendments outlined above. These figures are still subject to the formal Council ratification of Council Tax Rates in March 2024.

Table 6.2

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000
Taxbase before collection rate	82,823	83,038	84,408	85,252	86,105	86,966
Taxbase change	0.26%	1.65%	1.00%	1.00%	1.00%	1.00%
Taxbase for year	83,038	84,408	85,252	86,105	86,966	87,836
Collection Rate	96.00%	97.00%	97.00%	97.00%	97.00%	97.00%
Taxbase after collection rate	79,716	81,876	82,694	83,522	84,357	85,201
Council Tax increase	2.99%	2.99%	1.99%	1.99%	1.99%	1.99%
Social Care precept	2.00%	2.00%	0.00%	0.00%	0.00%	0.00%
Band D rate	1,558	1,636	1,668	1,702	1,736	1,736
Council Tax Before Surplus	124,502	135,533	139,562	143,715	147,992	149,456
Arrears Improvement		2,500				
Council Tax Yield	124,502	138,033	139,562	143,715	147,992	149,456

Grants

6.31 The Council receives a number of grants in addition to its main funding allocation. Some of these grants are ring-fenced, which means they can only be spent on specific services. The most significant specific grants are discussed below.

Social Care Grants

- 6.32 The SR21 announced that specific grants would remain 'cash flat' although the subsequent Policy statement included in the 2023/24 Local Government Finance Settlement, confirmed a national increase to the Social Care Support Grant and Discharge Funding Grant for 2024/25. This intelligence was used to build estimated figures into the draft Budget report.
- 6.33 The 2024/25 PLGFS provided local authority level allocations, and these have been reflected in this final Budget. This has seen an improvement of £1.5m compared to the draft budget.
- 6.34 The assumptions from 2025/26 are that the Discharge Funding grant ceases and all other grants remain flat. This is a prudent approach given the likelihood of a new Government for the next settlement along with potential new policy directions.
- 6.35 This is represented in Table 6.3 below. It should be noted that all these social care grants have been allocated directly against the relevant service budget heads rather than being kept corporately.

Table 6.3 Social Care Grant

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Revenue Support Grant	£'000	£'000	£'000	£'000	£'000	£'000
Better Care Fund (BCF) - (CCG Contribution)	(6,388)	(6,388)	(6,388)	(6,388)	(6,388)	(6,388)
Improved & Add'l Imp Better Care Fund (iBCF)	(9,806)	(9,806)	(9,806)	(9,806)	(9,806)	(9,806)
Social Care Support Grant	(19,261)	(24,832)	(24,832)	(24,832)	(24,832)	(24,832)
Adult Social Care Market Sustainability and Improvement Funding	(2,689)	(5,023)	(5,023)	(5,023)	(5,023)	(5,023)
Discharge Funding grant	(1,375)	(2,291)	-	-	-	-
Manual adj for rolling in of Independent Living Fund grant into overall CSP	681	-	-	-	-	-
Total	(38,837)	(48,339)	(46,048)	(46,048)	(46,048)	(46,048)

Homelessness Prevention Grant (HPG)

- 6.36 Last year, the Government consulted on a revised funding methodology for this grant however, no final conclusions have been reached.
- 6.37 No further information was included in the PLGFS and the 2024/25 HPG allocations have yet to be confirmed therefore, the final Budget makes no adjustments to the existing grant level of £8.5m. Any major variations from this will be reported in the Full Council budget report.

Core Grants

- 6.38 The assumptions set out below now include the implications from the 18 December 2023 PLGFS announcements.

- Revenue Support Grant (RSG) is a core grant but fundamentally linked to the Business Rates system and so discussed in that Section above.
- The Housing Benefit Admin grant is assumed to be cash flat but continue across the MTFS.
- The Public Health (PH) grant is currently still assumed as cash flat across the MTFS however in recent years some uplift has been applied and it is likely that this will continue for 2024/25. However, as announcements of the final value are normally received after the final budget reports, no uplift has been built into the draft budget at this point. It must be noted that this grant is ring-fenced to PH activity and both the grant income and expenditure are allocated directly to the Public Health service.
- New Homes Bonus – Government have previously indicated that the methodology for apportioning this grant would be amended or replaced entirely. This agenda hasn't yet moved forward, and the Government is proposing to roll over last year's policy on New Homes Bonus (NHB) for a new round of payments in 2024-25, which will attract no new legacy payments, similar to the past two years. The PLGFS allocation was £0.2m less than assumed in the Draft Budget report.
From 2025/26 it is assumed as cash flat. This funding is one of the greatest risks regarding any further decisions at central government level around the Levelling up agenda.

6.39 Table 6.4 shows the Core grant values currently assumed across the MTFS period. We have not felt it possible at this point to amend projections beyond 2025/26.

Table 6.4

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Grant	£'000	£'000	£'000	£'000	£'000	£'000
Housing Benefit Admin Grant	(1,351)	(1,351)	(1,351)	(1,351)	(1,351)	(1,351)
New Homes Bonus (NHB) / Replacement Funding	(2,105)	(1,790)	(1,798)	(1,798)	(1,798)	(1,798)
2022/23 Service Grant / Replacement Funding	(3,185)	(553)	(553)	(553)	(553)	(553)
Total	(6,641)	(3,694)	(3,702)	(3,702)	(3,702)	(3,702)
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
Total (inc. RSG)	(32,276)	(31,047)	(31,219)	(31,219)	(31,219)	(31,219)

Fees and Charges

- 6.40 The Council's policy in relation to varying external income requires service managers to review the level of fees and charges annually as part of budget setting and that charges should generally increase by the rate of inflation to maximise allowable income.
- 6.41 The setting of fees and charges, along with raising essential financial resources, can contribute to meeting the Council's objectives. Through the pricing mechanism and wider market forces, outcomes can be achieved, and services can be promoted through variable charging policies and proactive use of fees to promote or dissuade certain behaviours.
- 6.42 In the main, fees and charges are set at a level where the full cost of provision is recovered through the price structure. However, in many circumstances

those charges are reduced through subsidy to meet broader Council priorities.

- 6.43 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Licensing Committee where it is a requirement that they are considered and approved outside of the Executive.
- 6.44 The proposed 2024/25 fees and charges have now been agreed other than those fees / charges that the Council is required to consult upon.

Use of Reserves

- 6.45 The Council's (Non-Earmarked) General Fund Balance is held to cover the net impact of risks and opportunities and other unforeseen emergencies. The funds held in the General Fund Reserve can only be used once and therefore are not a recurring source of income that can meet permanent budget gaps.
- 6.46 In setting a balanced budget for 2023/24 the Council agreed to use £3.5m of the Strategic Budget Planning reserve which had been previously earmarked for this purpose.
- 6.47 That Budget/MTFS report in March 2023 forecast a gap for 2024/25 of c. £6.3m. The draft Budget presented to Cabinet on 5 December 2023 had a gap of £16.3m. This report describes the significant further work that has taken since then and the December gap has reduced to £5.9m which is proposed to be met from the Strategic Budget Planning reserve.
- 6.48 This is a one-off solution, and focus must quickly turn to the identification of solutions to sustainably balance the 2025/26 Budget and the following years of that MTFS.
- 6.49 The final Budget report to Full Council on 4 March will provide an updated schedule of the Council's reserve position and more supplementary information. This will make clear that the Council now has c. £23m of available useable reserves, in addition to the c. £15m within its General Fund balance. These are the resources that the Council has available to address:
- The 2023/24 year end overspend which at Qtr2 was forecast to be £20m (which will be part mitigated by the application of the c. £7m contingency);
 - The planned £5.9m use of reserves to balance the 2024/25 Budget.

Summary of Funding Assumptions

- 6.50 A summary of the currently assumed funding levels and sources is set out in Table 6.5 below.
- Table 6.5**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Funding Source	£'000	£'000	£'000	£'000	£'000	£'000
Council Tax	(124,212)	(135,533)	(139,538)	(143,662)	(147,914)	(147,914)
Council Tax Surplus	-	(2,500)	(0)	(0)	(0)	(0)
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
Top up Business Rates	(59,451)	(63,686)	(95,991)	(95,991)	(95,991)	(95,991)
Retained Business Rates	(19,800)	(22,288)	(22,414)	(22,414)	(22,414)	(22,414)
Section 31 Grants	(21,546)	(22,251)	(0)	(0)	(0)	(0)
NDR (Surplus)/Deficit	1,271	-	-	-	-	-
NDR Pool	(2,000)	(2,000)	-	-	-	-
New Homes Bonus	(2,105)	(1,790)	(1,798)	(1,798)	(1,798)	(1,798)
Public Health	(21,502)	-	-	-	-	-
Other core grants	(4,536)	(1,904)	(1,904)	(1,904)	(1,904)	(1,904)
Total External Funding	(279,517)	(279,305)	(289,162)	(293,286)	(297,538)	(297,538)
Contributions from Reserves	(3,500)	(6,404)	(294)	(145)	(11)	(11)
Total Funding	(283,017)	(285,709)	(289,456)	(293,431)	(297,549)	(297,549)

7. General Fund Revenue Assumptions

7.1 2023-24 Financial Performance at Qtr2

7.2 The Qtr2 forecast position of £20.9m is broadly in line with that reported in Qtr1 (£20.5m). Although the majority continues to be driven by Adults social care pressures, this figure has improved to £13.9m compared to the £17.5m reported at Qtr1. The majority of this is due to additional one-off grant funding received so cannot be assumed to continue in 2024/25. The forecast for temporary accommodation has deteriorated by £0.8m due to a small increase in the overall number of households living in temporary accommodation and increased cost of providing temporary accommodation due to limited supply. As highlighted in the Qtr1 report, the Adults social care pressure was apparent in the 2022/23 Provisional outturn report, but the temporary accommodation is an emerging pressure caused by wider economic conditions which have seen rents increase significantly and landlords leaving the market.

7.3 It must be stressed that this Council is not alone in facing budgetary pressures in these service areas; these are being felt nationally. The authority works hard each year to understand service pressures, build in growth where appropriate and possible as well as identifying efficiencies. However, the impact of inflation and restricted and short-term funding is leaving this authority and many others across the sector in an extremely difficult financial position.

7.4 In year delivery of the agreed savings programme has improved slightly at Qtr2 and, overall, £13.7m (78%) of the £17.5m is forecast to be delivered. Directors continue to focus on improving the position further before the end of the year or identify mitigating solutions.

7.5 As part of ensuring that future year's budgets are as sound and deliverable as possible, a detailed review of the agreed savings 'RAG-rated' as Amber or Red either for 2023/24 or beyond has been undertaken. This has resulted in a proposal to write off 7 proposals totalling £2.8m in 2024/25 (£4.4m across the MTFs period). These are genuinely not deliverable because the original

assumptions are no longer viable or are unable to deliver to the value originally intended. The impact of this decision has been recognised in the draft 2024/25 Budget.

- 7.6 It is not clear at this point the extent that the cost of living crisis will continue to have on residents ability to pay council tax and other fees and charges and businesses ability to pay business rates. This will be reviewed in detail as part of the closure of the 2023/24 accounts when existing provisions for bad debt are re-calculated.
- 7.7 The impact of the forecast high levels of inflation was acknowledged when the 2023-24 Budget was set. While for non-demand led services, the estimated budget looks to be broadly sufficient, the recently agreed staff pay award is likely to require more funding than was allowed for. Inflation in the demand led services of Adults, Children's and Temporary Accommodation are all running much ahead of the forecasts, for reasons outlined above.
- 7.8 The Bank of England's strategy for reducing inflation is to increase borrowing rates, which increased steadily over the first 5 months of this year and now stands at 5.25%. This is putting pressure on the Council's repayment of debt and has led to a fundamental review of in year and future year's capital programme with a view to reducing, removing or postponing schemes fully or partially funded by Council borrowing.
- 7.9 The number of identified pressures and overall volatility is concerning and makes forecasting in year open to considerable challenges. Furthermore, many of the issues are outside the direct control of Council and many of these look to continue into at least the first part of 2024-25.
- 7.10 **The 2024/25 Budget and 2024/29 Medium Term Financial Strategy (MTFS)**
- 7.11 It became clear early on in this year that the financial situation had worsened for most local authorities, this Council included, and this has been key in shaping the approach to the financial planning work for 2024/25. There has been a further step-up in finance and budget dialogue with managers throughout the Council, and with the Cabinet individually and collectively.
- 7.12 All senior managers participated in a Budget Fortnight, aimed at identifying cross directorate savings and efficiencies or where activities were duplicated across various Directorates. The output of this activity led to a number of saving and / or cost avoidance business cases which were then shared with Cabinet.
- 7.13 Running parallel to this, Directorates were tasked with identifying any new savings proposals or management actions that could be put to Cabinet to drive further reductions in expenditure or generate additional income.
- 7.14 The outcome of this activity overall led to an initial list of savings which were included in the Draft Budget report. That report made clear that further work would be undertaken in the intervening period to identify additional

opportunities to reduce down the overall net expenditure. This exercise identified an additional £4.0m management actions and **£0.7m** of savings which are detailed in Appendix 3b along with those presented in December.

- 7.15 Directors have also been identifying a series of management actions which will reduce down net expenditure in their service budgets from April 2024. To ensure these are delivered as planned, they will be monitored on a monthly basis along with the agreed savings programme.
- 7.16 Despite the fact that any growth will inevitably require a higher level of savings to be identified, the Budget has had to recognise the real pressures being seen in the current year particularly in the demand led services. The majority of the growth required is to address the brought forward 2023/24 base budget pressures and to build in realistic sums to cover on-going inflationary pressures which are being compounded by lack of availability of supply. The 2024/25 financial planning process has involved extensive modelling to identify the most realistic level of spend across the care services and temporary accommodation.
- 7.17 Over and above this, growth has had to be recognised in some of the back office services such as Digital and Legal and Governance where the organisation has little choice but to protect itself from cyber attacks and provide accurate and timely legal advice. On-going high levels of interest have required additional sums to be built into the treasury and capital financing budgets.
- 7.18 The outcome of the financial planning work has been to identify in as full a way as possible the growth required to set realistic Directorate and corporate budgets. However, although new savings have been put forward both in the draft Budget and further proposals in this final report, there remains a gap between expenditure and income of £5.9m which will be met from a drawdown from the Strategic Budget Planning reserve.
- 7.19 **Budget Growth and Pressures**
- 7.20 The main corporate assumptions across the MTFS period are outlined below followed by a section focussing on the policy priorities and service specific items.
- 7.21 **Inflation**
- 7.22 The latest published inflation rate for December 2023 was a further reduction to 4% (4.6% October) mainly driven by reductions in food, non-alcoholic beverages and transport.
- 7.23 This is clearly a positive direction of travel and the Government still expect the Bank of England to work to bring inflation down to the 2% target as soon as possible. Forecasts for 2024/25 rates in the January update provided by

the Treasury indicate that the figure could fall back to 2.2% by the end of the next financial year.

- 7.24 The **pay deal** for 2023/24 was a flat rate per employee amounting to an average 5.4% increase. The 2024/25 Budget assumes a 4% pay award is agreed for 2024/25 falling to 3% in 2025/26 then 2% from 2026/27 and beyond.
- 7.25 The impact of inflationary increases in the **demand led services** is addressed as part of the overall annual demand modelling exercise. This is based on an estimated 4% inflation rate for 2024/25.
- 7.26 For **all other non-pay inflation**, the assumption continues that the services will broadly have to manage within existing budgets, thus absorbing any inflationary pressures. However, in recognition that some contracts include inflation-linked increases and utility costs continue to be volatile and difficult to predict an annual allowance is built into the budget to address these items should they arise.
- 7.27 All non-pay inflation assumptions have been revisited since the publication of the Draft Budget. This has led to a recast estimate for 2024/25 of £1.8m a positive revision down of £0.6m. Due to the various services impacted, the actual % change is a composite. From 2025/26 the budget allowance returns to a more stable figure of c. £1.5m pa.

Employer Pension Contributions

- 7.28 The last triennial valuation covered the period 2023-2026 showed that the Council would need to increase its contribution rate by 0.5% across each of the two years 2024/25 and 2025/26. The estimated budgetary impact was £0.6m for each year and this was built into the 2023-2029 MTFS agreed in March 2023.
- 7.29 No assumptions have yet been made about the financial impact of the next triennial valuation (2026-2029).

Treasury & Capital Financing

- 7.30 In recognition of the impact that interest rates are having on borrowing costs, additional growth of £2.3m had been built into the Draft 2024/25 Budget with a further £6.8m across the following 3 years. This is on top of growth already assumed in the previous MTFS.
- 7.31 This impact would have been greater had the Council not undertaken the review of the existing capital programme and consequent level of proposed reductions detailed in the Draft Budget report. Further challenge has been undertaken since then and a small improvement to forecast growth made in 2024/25 with c. £1m net reduction across the remainder of the MTFS period. Further detail is provided in Section 8.

Levies

7.32 The majority of levy costs are forecast to remain broadly in line with the 2023/24 figures across the MTFs period. The exception is the apprenticeship levy which, as it is calculated as a % of the paybill has gradually moved above the existing budgetary provision. This budget has now been adjusted with an additional £0.250m added.

7.33 Since the publication of the Draft Budget, the 2024/25 NLWA levy estimate has been updated and increased by c. £0.5m. The final figure will not be confirmed until early February, after the publication of this report and therefore, any further adjustments built into the final Budget presented to Full Council on 4 March.

Concessionary Fares

7.34 Each London Borough funds the cost of concessionary fares (the Freedom Pass) for older residents in their borough. The final charge for Concessionary Fares has now been received which results in a one-off improvement of c. £0.5m for 2024/25 as usage has yet to return to pre-pandemic levels.

Contingency

7.35 The Council holds a single corporate contingency largely to manage any slippage to the agreed budget reduction programme in any one year as well as addressing unforeseen circumstances which cannot realistically be built into budget plans. This draft Budget assumes that the contingency for 2024/25 and across the remainder of the MTFs remains at c.£7.4m.

Policy Priorities

7.36 Despite the challenges outlined in this report, this draft Budget for 2024/25:

- Ensures we can continue to meet the significant need of our most vulnerable residents – through further, year on year additional investment in Children’s, Adult’s and Temporary Accommodation services. (£25.5m in 2024/25 alone)
- Drives value for money through a significant efficiency and reform agenda – with every area of the council contributing.

Service Growth

7.37 The **existing** MTFs contained a level of growth across the 2024-28 period which has been reviewed but confirmed as still required. The amounts by Directorate are shown in Table 7.1a below.

Table 7.1a – Existing Growth

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	4,102	2,789	2,821	0	0	9,712
Children's Services	482	20	20	0	0	522
Corporate	5,656	7,106	3,400	6,900	0	23,062
Culture, Strategy & Engagement	(184)	(165)	363	(134)	0	(120)
Environment & Resident Experience	(94)	0	0	0	0	(94)
Legal and Governance	0	0	0	0	0	0
Placemaking & Housing	(605)	0	(30)	0	0	(635)
Total	9,357	9,750	6,574	6,766	0	32,447

7.38 The financial planning process this year has sought to be as robust as possible recognising structural base budget issues referred to in the sections above, along with forecasts for future requirements which are largely driven by inflation, lack of supply and also the impact of writing out agreed savings that are no longer viable.

7.39 The draft Budget report proposed £46.5m total new growth across the MTFS period with £24.992m in 2024/25 alone. Since the draft Budget was published a few additional 2024/25 pressures have been highlighted, totalling £0.715m. These are mainly unavoidable corporate items including increased budget for bank charges and also external audit fees. These new sums have been built into the final Budget.

7.40 Table 7.1b below details the **total** proposed **new growth** by Directorate arising from this year's financial planning process.

Table 7.1b – Total New Growth

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	19,467	7,311	5,279			32,057
Children's Services	1,388	660	660			2,708
Corporate	533					533
Culture, Strategy & Engagement	1,210					1,210
Environment & Resident Experience	1,046					1,046
Legal and Governance	608					608
Non-Service Revenue	455					455
Total	24,707	7,971	5,939	0	0	38,617

7.41 Table 7.1c below summarises the **total** budget growth proposed to be built into each Directorate for 2024/25 and across the remainder of the MTFS which includes that included in the existing MTFS plus the total new growth arising from this year's financial planning process.

Table 7.1c – Total Planned Growth

Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Healths & Communities	23,569	10,100	8,100	0	0	41,769
Children's Services	1,870	680	680	0	0	3,230
Corporate	6,189	7,106	3,400	6,900	0	23,595
Culture, Strategy & Engagement	1,026	(165)	363	(134)	0	1,090
Environment & Resident Experience	952	0	0	0	0	952
Placemaking & Housing	(605)	0	(30)	0	0	(635)
Legal and Governance	608	0	0	0	0	608
Non-Service Revenue	455	0	0	0	0	455
Total	34,064	17,721	12,513	6,766	0	71,064

Budget Reduction / Savings

- 7.42 The Council has previously **agreed** £25.8m savings to be delivered across the period 2024- 2028 as set out in the table below.

Table 7.2a – Previously Agreed Savings or Budget Reductions

Management Area	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total
Adults, Healths & Communities	6,848	3,067	(159)	(100)	0	9,656
Children's Services	1,630	230	0	0	0	1,860
Cross-Cutting	500	500	1,360	0	0	2,360
Culture, Strategy & Engagement	1,089	969	210	5	5	2,278
Environment & Resident Experience	6,974	491	1,459	(6)	44	8,962
Placemaking & Housing	470	110	70	0	0	650
Total	17,511	5,367	2,940	(101)	49	25,766

- 7.43 As is the practice in this Council, as part of the financial planning process all existing savings plans are reviewed and challenged robustly to ensure that they can still be met as originally agreed and if not, looks to re-profile or write off.
- 7.44 The draft Budget report identified £4.4m of savings no longer deemed viable and which were removed from the December draft Budget and MTFS. Since then, a further £1.3m of adjustments relating to Housing demand has been identified as necessary due to the re-alignment of existing and new savings proposals. This too has been removed to ensure that the final Budget for 2024/25 is as robust and deliverable as possible.
- 7.45 The resulting **total** adjustments to existing savings are shown by Directorate in the table below.

Table 7.2b – Removed/Written off Savings

Management Area	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total
Adults, Healths & Communities	1,900	1,717	(159)	(100)	0	3,358
Culture, Strategy & Engagement			655			655
Environment & Resident Experience	15	20	1,320	0	0	1,355
Placemaking & Housing	100	100	70			270
Total	2,015	1,837	1,886	(100)	0	5,638

- 7.46 The changes to the Adults, Health and Communities existing programme represents their re-articulation of their approach which is now set out in their new savings proposals. The major change in 2025/26 for Environment and Resident Experience reflects the current expectation of the implication of the introduction of the new waste management contract.
- 7.47 The **new budget reduction / savings proposals** generated through this year's financial planning process are a mixture of management actions and those that require policy decision. The former include value for money initiatives, service redesign or service restructures.
- 7.48 The initial proposals were included in the December draft Budget report, but since then further work has been undertaken to identify new opportunities.
- 7.49 The initial **management actions** included in the draft Budget report totalled £2.908m in 2024/25 and £5.8m across the whole MTFS. The new management actions identified since then total £4.0m for 2024/25 and £8.0m across the whole MTFS period.
- 7.50 The combined total proposed management actions are shown by Directorate in the following table.

Table 7.2c – Total Proposed Management Actions

Directorate	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	Total
Adults, Healths & Communities	1,780	320	(300)	0	0	1,800
Children's Services	603	320	320	365	50	1,658
Corporate	300	250	0	0	0	550
Culture, Strategy & Engagement	713	70	125	0	0	908
Environment & Resident Experience	1,372	339	518	905	850	3,985
Finance	750	200	100	225	200	1,475
Placemaking & Housing	1,404	453	585	635	275	3,352
Total	6,922	1,952	1,348	2,130	1,375	13,728

- 7.51 The initial **policy related savings** included in the draft Budget report totalled £8.1m in 2024/25 and £13.9m across the whole MTFS. The new policy savings identified since then total £0.7m for 2024/25 and £5.0m across the whole MTFS period.

7.52 The combined total policy related savings are shown by Directorate in the following table.

Table 7.2d – Total Proposed Policy Savings

Directorate	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	Total
Adults, Healths & Communities	5,563	1,934	777	724	1,220	10,218
Culture, Strategy & Engagement	1,540	1,419	572	0	0	3,531
Environment & Resident Experience	1,698	1,163	1,402	289	17	4,569
Placemaking & Housing	0	75	50	100	410	635
Total	8,801	4,591	2,801	1,113	1,647	18,953

7.53 In total, this year's financial planning process has identified a total of £32.68m new management or policy savings. This is shown by Directorate in the Table 7.2e below.

Table 7.2e Total new Management and Policy savings

Directorate	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	Total
Adults, Healths & Communities	7,343	2,254	477	724	1,220	12,018
Children's Services	603	320	320	365	50	1,658
Corporate	300	250	0	0	0	550
Culture, Strategy & Engagement	2,253	1,489	697	0	0	4,439
Environment & Resident Experience	3,070	1,502	1,920	1,194	867	8,554
Finance	750	200	100	225	200	1,475
Placemaking & Housing	1,404	528	635	735	685	3,987
Total	15,723	6,543	4,149	3,243	3,022	32,681

7.54 The net impact of all the above adjustments and additions is a total savings programme across the 2024-2029 period of £38.2m, with £19.5m for 2024/25 alone. This is set out by Directorate in Table 7.2f below.

Table 7.2f Total 2024/25 – 2028/29 Agreed Savings Programme

Directorate	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	2028/29 £'000s	Total
Adults, Healths & Communities	8,693	2,254	477	724	1,220	13,368
Children's Services	833	320	320	365	50	1,888
Cross-Cutting	500	1,360	0	0	0	1,860
Corporate	300	250	0	0	0	550
Culture, Strategy & Engagement	3,222	1,044	702	5	0	4,973
Environment & Resident Experience	3,541	1,641	1,914	1,238	867	9,202
Finance	750	200	100	225	200	1,475
Placemaking & Housing	1,414	528	635	735	685	3,997
Total	19,253	7,597	4,148	3,292	3,022	37,313

7.55 **Summary General Fund Revenue Budget Position 2024/25 – 2028/29**

7.56 After taking into account the proposed amendments to existing plans and funding, the new management actions, policy savings and growth proposals discussed in the sections above, the final General Fund revenue Budget position for next year and across the MTFs period is set out in the table below.

Table 7.3 – Summary Revenue Budget Position 2023-2029

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Budget	Budget	Projected	Projected	Projected	Projected
Directorate	£'000	£'000	£'000	£'000	£'000	£'000
Adults, Health & Communities	108,701	95,564	105,701	113,074	112,350	111,130
Children's Services	62,949	65,173	65,533	65,893	65,128	65,078
Culture, Strategy & Engagement	33,569	26,777	23,378	23,188	23,183	23,183
Environment & Neighbourhood	14,565	17,275	19,569	17,811	16,439	15,572
Placemaking & Housing	7,829	5,505	4,977	4,312	3,577	2,892
Chief Executive	305	22	(229)	(229)	(229)	(229)
Corporate Governance	2,283	3,201	3,201	3,201	3,201	3,201
Finance	52,815	72,193	83,999	94,017	103,186	103,856
Council Cash Limit	283,017	285,709	306,129	321,267	326,835	324,683
Planned Contributions from Reserves	(3,500)	(6,404)	(294)	(145)	(11)	(11)
Further Savings to be Identified	-	(0)	(16,966)	(27,980)	(29,296)	(27,144)
Total General Fund Budget	279,517	279,305	288,869	293,142	297,528	297,528
Council Tax	(124,212)	(135,533)	(139,538)	(143,662)	(147,914)	(147,914)
Council Tax Surplus	-	(2,500)	(0)	(0)	(0)	(0)
RSG	(25,635)	(27,353)	(27,517)	(27,517)	(27,517)	(27,517)
Top up Business Rates	(59,451)	(63,686)	(95,991)	(95,991)	(95,991)	(95,991)
Retained Business Rates	(19,800)	(22,288)	(22,414)	(22,414)	(22,414)	(22,414)
Section 31 Grants	(21,546)	(22,251)	(0)	(0)	(0)	(0)
NNDR Surplus/(Deficit)	1,271	-	-	-	-	-
NNDR Growth	(2,000)	(2,000)	-	-	-	-
Total Main Funding	(251,374)	(275,611)	(285,461)	(289,585)	(293,837)	(293,837)
New Homes Bonus	(2,105)	(1,790)	(1,798)	(1,798)	(1,798)	(1,798)
Public Health	(21,502)	-	-	-	-	-
Other core grants	(4,536)	(1,904)	(1,904)	(1,904)	(1,904)	(1,904)
Total Core/Other External Grants	(28,143)	(3,694)	(3,702)	(3,702)	(3,702)	(3,702)
Total Income	(279,517)	(279,305)	(289,162)	(293,286)	(297,538)	(297,538)

Similarly, to previous years, there has been limited progress to address the structural budget gap which is forecast to reach c£28m by 2026/27 (Given the degree of economic and future funding uncertainties, our projections beyond this point were not able to be soundly modelled).

It should also be noted that the Public Health Grant income has been moved from 'core grant' line into the Adults, Health and Communities service line to reflect both income and expenditure in the same Service to facilitate monitoring.

The Finance Directorate budget line in the table above includes not just the costs associated with running that directorate but also corporate expenditure including contingencies, capital financing, central inflation provisions and levies.

Review of Assumptions and Risks Across the Budget and MTFs Period 2024-2029

7.57 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has

sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in March 2024 and will draw on independent assessments of the Council's financial resilience where available however, it is critical that this **2024/25 Budget** report outlines the assumptions and approach to risk taken when arriving at the final budget proposals.

- 7.58 Given the increased financial pressure that is falling upon the local government sector and the uncertain national political and economic picture, this statutory role has recently been acquiring more and more significance. The number and breadth of potential risks and uncertainty, particularly around the level of Government funding into the Local Government sector overall, and more importantly for this Council, are unprecedented. Add to this a still volatile economic situation and a general election that must take place before 28 January 2025, all underline the challenges being faced.
- 7.59 These factors clearly underline the need to keep both the budgeted contingency and the general fund reserve at current levels and, as far as practical, to keep earmarked reserves close to current levels or above.
- 7.60 The main uncertainties and risks identified to date which may or are likely to impact on the Council's budget for 2024/25 and over the period of the MTFS are:
- The final detailed grant funding figures for 2024/25 and beyond have yet to be announced as are still subject to the final local government settlement expected in February 2024.
 - On-going lack of multi-year funding allocations.
 - The national economic outlook, in particular if inflation continues to fall or not; interest rates levels; on-going impact of wars and unrest internationally on costs and supply chains.
 - The timing of the General Election and any consequential policy or tax changes.
 - The extent to which these factors will continue to place stress on individuals and businesses and consequently their ability to meet their Council Tax, Business Rates and other bills.
 - Government legislation and policy concerning homelessness and addressing the housing crisis
 - The pace at which planned actions to increase Council-managed temporary accommodation take place
 - Continuation of the progress to date on the delivery of the agreed Safety Valve programme strategy to agreed timetable.
 - The Levelling Up agenda and associated funding distribution methodologies could be negative for this Council's funding allocations.
 - The Council's savings programmes do not deliver the required savings, do not deliver savings quickly enough.
 - Any further deterioration in the forecast 2023/24 position including non-delivery of in year savings

- The ability to retain and attract suitably qualified and skilled workforce hampers the delivery of the Council's ambitions.

8. Capital Strategy & Programme

- 8.1 As was stated in the December report, further work on the capital programme would be undertaken. This work has concluded and there are a number of revisions. The impact of this rigour can be seen when comparing the latest capital programme projection to 2027/28 (£583m) with that agreed in March 2023 (£1,008m), a reduction of £425m.
- 8.2 In the Children's Services capital programme there has been a minor revision downwards of £0.5m in 2024/25. However, for following years an assumption has been made that there will be a lower level of expenditure. Over the MTFS period there is a £8m lower budget for capital works to schools.
- 8.3 The budget for Pendarren House has been set at £0.5m for 2024/25, down from £2.471m. The 2024/25 budget will enable the highest priority works to be undertaken. Any further proposals for capital expenditure at the centre will be considered as part of setting next year's capital programme alongside all the other competing calls on the Council's available capital resources.
- 8.4 The Environment & Resident Experience capital programme is highly reliant on Council borrowing with limited ability to generate external investment. The review identified several reductions to a range of schemes of £11m over the MTFS period.
- 8.5 Within the Placemaking & Housing capital programme there has been a minor reduction of £0.5m to the regeneration budgets in Tottenham, a reduction of £4m to the regeneration budgets in Wood Green and a reduction of £7.75m to the Asset Management of Council Buildings.
- 8.6 The capital programme is formally reviewed annually and future reviews will include an assessment of the adequacy and affordability of these and all programme heads.
- 8.7 This capital strategy report gives a high-level overview of how capital expenditure, capital financing, and treasury management activities contribute to the provision of public services in Haringey. It also provides an overview of how the risks of the capital programme are managed and the implications for future financial sustainability.
- 8.8 In the financing of the Council's capital programme, £9.7m of Strategic Community Infrastructure Levy (SCIL) has been used on eligible projects in accordance with the regulations. They are the Walking & Cycling Action Plan (WACAP) scheme, the Road Casualty Reduction scheme & the School Streets scheme.

- 8.9 The current economic environment has impacted the capital programme in a number of ways. Higher levels of persistent inflation and the subsequent Bank of England response by raising interest rates to tame inflation has meant that the interest that the Council pays on new borrowing undertaken to finance the capital programme (both the existing capital programme and the proposed additions) has increased significantly. The higher levels of inflation have also impacted the cost of raw materials and the tightness in the supply chain for capital works (labour and materials) which has added both cost and time to schemes. In addition, the increased costs are making it increasingly difficult to achieve self-financing business cases for those schemes where this is expected.
- 8.10 The current capital programme has deferred a number of schemes that were originally expected to be self-financing as they were not able to produce a business case that justified the investment. The programme also defers expenditure on a range of schemes which are not absolutely essential. When the economic environment improves, these schemes will be reviewed to assess whether or not they can be reinstated.
- 8.11 The Council's Children's Services capital programme includes investment proposals which are designed to directly address essential, immediate health & safety issues in schools which, if they were not undertaken, could lead to school closures.
- 8.12 The budget also provides for significant investment in our leisure centres, £7.4m over the MTFS period, to bring them back to safe and usable condition. There is also continued investment in the Cycling & Walking Action Plan over the MTFS which is funded by external resources.
- 8.13 The Wards Corner capital budget still provides for the acquisition of properties under the CPO and to develop the scheme to inform the next phase of investment which is what is required at this stage. The process of land assembly on the Gourley Triangle scheme is continuing with Government funding. The Selby Urban Village scheme is now being delivered in two stages. The first phase focuses on the community centre and sports facilities (which is externally funded), whilst the second phase focuses on the housing element. The second phase will now be delivered through the housing revenue account, rather than the general fund.
- 8.14 The Council is also investing in its digital offering to bring forward transformation that delivers savings and to ensure that our customers receive the best possible service.
- 8.15 The Council continues to invest in housing through its new homes programme. This expenditure is contained within the housing revenue account (HRA) and is reported elsewhere.

Background

- 8.16 Capital expenditure in local government is defined in statute and accounting practices/codes and as such must be complied with. Within these rules, capital budgets and capital expenditure decisions offer the opportunity for the Council to profoundly affect the lives of its residents, businesses, and visitors in both the immediate and the longer term.
- 8.17 Capital programmes can shape the local environment (e.g., through the provision of new housing, traffic schemes or regeneration schemes); positively impact people's lives (e.g. through creating appropriate housing for adults with learning difficulties or investment in parks and open spaces); transform the way the Council interacts with local residents (e.g. through the libraries investment programme or proposals for locality provision); and deliver fit for purpose schools.
- 8.18 The key objectives for the Council's capital programme are to ensure that the assets that it has are fit for purpose. To deliver this, the programme is very much focused on addressing health & safety issues first and foremost and to support the corporate delivery plan, deliver the borough plan and assist the Council in meeting the service and financial challenges that it continues to face.

Capital expenditure and financing

- 8.19 Capital expenditure is where the Council spends money on a project, with the view to derive societal, service and economic benefit from the expenditure, for a period longer than twelve months. This can also include spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
- 8.20 The table below shows a high-level summary of the Council's outline capital spending in the medium-term i.e., for the financial years 2024/25-2028/29, which shows the continued and growing capital investment that is being undertaken to support the achievement of the corporate delivery plan objectives and to improve people's lives.

Table 8.1: Capital expenditure plans overview 2024/25 - 2028/29

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	Total (£'000)
Previously Agreed							
General Fund Account (GF)	220,900	200,102	217,103	276,220	93,859		1,008,184
Housing Revenue Account (HRA)	262,962	289,102	322,107	305,880	246,218		1,426,269
Total =	483,862	489,204	539,210	582,100	340,077		2,434,453
Proposed							
General Fund Account (GF)		144,178	136,781	189,425	56,375	56,701	583,458
Housing Revenue Account (HRA)		239,081	304,557	355,849	308,279	210,554	1,418,321
Total =		383,259	441,339	545,273	364,654	267,254	2,001,779

- 8.21 The capital programme is composed of individual directorate programmes. Within these directorate totals there are schemes and within most schemes there are individual projects. For instance, Scheme 302, Borough Roads, will contain individual projects on individual roads.
- 8.22 About 31% of the capital programme, is composed of schemes that are wholly financed by the Council's borrowing activity and not self-financing or met from external resources. These schemes largely reflect the statutory duties of the council. In large part these schemes are not able to attract external resources to either supplement or supplant Council borrowing as they are core to the Council's operation.
- 8.23 There are a limited number of schemes within the General Fund capital programme that will only proceed, if they are estimated to result in a net reduction in expenditure. That reduction will include the cost of financing the borrowing and contribute to the MTFs through making savings or increasing income. These schemes are known as self-financing schemes. The decision to proceed with these schemes will follow the production of a detailed business case that supports the investment and identifies reductions in expenditure.
- 8.24 The Children's Services capital programme is reliant on the Council undertaking external borrowing. For the period 2024/25-2028/29 the Council is planning to spend £54.2m, of which approximately £29.8m is funded through government grant leaving a borrowing and self-funding requirement of £18.5m and £5.9m respectively. The cost of the increased borrowing investment in schools falls on the Council's revenue account through increased borrowing costs.
- 8.25 The Adults, Health & Communities Services capital programme is £58.0m, of which much of the programme is self-financed at £45.3m. In addition, there is £8.8m of grant funded expenditure.

- 8.26 Within the Environment & Resident Experience directorate, the proposed capital programme for the period 2024/25-2028/29 is extremely reliant on Council borrowing and broadly estimated at £69.0m of which approximately £53.6m is financed by borrowing, and £13.4m is externally funded.
- 8.27 The Placemaking & Housing capital programme has an estimated value of £308.5m, of which £211.9m is funded externally and £18.3m is self-financing. Council borrowing in this part of the capital programme is proportionately lower than in other service areas at £78.3m. The majority of this borrowing is to match fund schemes in the South Tottenham Regeneration projects, the Wood Green Regeneration Strategy and to fund the Corporate Landlord remediation works.
- 8.28 The Culture, Strategy & Engagement capital programme is estimated at £93.8m with the majority, £65.1m funded through self-financing borrowing. £60.9m of this self-financing relates to the Civic Centre refurbishment and £4.2m relates to the Alexandra Palace – Invest to Earn capital works. The balance of expenditure amounting to £28.7m is funded by Council borrowing.
- 8.29 The inclusion of a scheme within the capital programme is not necessarily permission to spend. Most schemes will be subject to the completion of an approved business case that validates the high-level cost and time estimates contained within the programme. An integral part of the business case will be an assessment of the risks that a project faces and once a project is agreed, the review of the risk register is a standing item on the agenda for the project's governance arrangements.
- 8.30 Service managers bid annually as part of the Council's budget setting process. The bids are assessed against their response to need in relation to the Council's priorities, the asset management plan and meeting the objectives of the medium-term financial strategy (MTFS). In addition, schemes have been considered for their contribution to economic recovery, to growth, and to jobs.
- 8.31 The Housing Revenue Account (HRA) is a ring-fenced account, which ensures that the Council's housing activities are not subsidised by the Council's non-housing activities. It also ensures that the Council's non-housing activities are not subsidised by its HRA. HRA capital expenditure is recorded separately.
- 8.32 The Capital Programme for 2024/25 has considered and been reviewed to ensure that it delivers in line with the Council's Carbon Reduction ambition. There are no projects that will increase the carbon footprint of the Council. There are several projects however, where there is the opportunity that these can be designed to ensure that at the delivery stages Zero Carbon requirements will be delivered. These include:
- Construction works (such as the Parkland Walk Bridge). The procurement for these works will include carbon within the selection for materials and contractors works.

- Road Safety Programme and Highways Maintenance. To deliver transport infrastructure that is safe and supports active travel options.
- School's capital Maintenance – the Council has just completed its Energy Action Plan for its schools, and this capital funding will deliver this through including carbon reduction measures (insulation, glazing, low carbon heating) within these programmes. The budget for the primary school investment is funded through government grant.
- Active and health spaces around our schools - We are continuing the funding for our successful School Streets programme and introducing Healthy Schools Zones to improve air quality in our most polluted schools of the borough. Creating safe space and infrastructure to encourage active travel options.
- The Walking and Cycling Action Plan is continuing and is funded through external sources.

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

Table 8.2: Capital expenditure plans by directorate

	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	Total (£'000)
Children's Services	23,114	20,820	5,281	5,031	0	54,245
Adults, Health & Communities	4,870	5,051	7,377	12,377	28,341	58,016
Environment & Resident Experience	20,466	12,708	12,658	14,438	8,688	68,958
Placemaking & Housing	53,438	61,261	151,155	22,959	19,672	308,484
Culture, Strategy & Engagement	42,290	36,941	12,954	1,570	0	93,756
Total General Fund (GF)	144,178	136,781	189,425	56,375	56,701	583,458
Housing (HRA)	239,081	304,557	355,849	308,279	210,554	1,418,321
Overall Total	383,259	441,339	545,273	364,654	267,254	2,001,779

8.33 Appendix 4 includes the previously agreed schemes plus the new schemes:

H is for schemes that are funded by borrowing;

S is for schemes that are funded by the borrowing but where there are compensating savings are made in service budgets;

E is for schemes that are funded by an external party.

Where there is more than one letter, this indicates that the scheme is funded from more than one source with the source contributing the most indicated first.

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

8.34 Children's Services

There is continued investment in the school estate for immediate health & safety works and continued investment in the safety valve programme to make savings in the dedicated schools grant. The Alternative Provision budget has been deferred pending detailed work on the strategy to support the budget requirement.

8.35 Adult, Health, and Communities

There are no new schemes. The Edwards Drive scheme is now planned to be delivered via the housing delivery programme, funded by the housing revenue account, rather than the general fund. The Bourgoyne Road scheme has been deferred until the GLA grant programme for this type of facility is made available to the Council. There will be a continued 'meanwhile' use on the site.

The supported living scheme has been transferred to be delivered through the housing delivery programme.

8.36 Environment & Resident Experience

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

It is proposed to invest £7.436m in the leisure facilities that will address health & safety issues, and essential backlog maintenance requirements to increase usage and reduce carbon emissions.

There is a proposal to increase the amount of investment in the Active Life in Parks and Parks Asset Management. These increases are to ensure that urgent health & safety works are undertaken. In addition, there is additional necessary investment in the Parkland Walk Bridges programme to ensure that the bridges continue to operate safely. The programme also allows for the continuation of investment in street lighting and borough roads in future years to ensure that the highway is safe to use.

8.37 Placemaking & Housing

Within the placemaking and housing programme a number of schemes have been deferred as they were not able to generate a business case that supported the proposed investment. Notwithstanding that the Council is still investing in its assets,

There is continued investment in the Council's assets for the operational buildings to address health & safety issues to enable continued occupation and service delivery. There is investment in the commercial portfolio to ensure compliance with statutory requirements and to protect the Council's income stream through continued lettings.

8.38 Culture, Strategy & Engagement

The proposed capital programme continues the investment needed in the Council's IT assets to drive through transformation to deliver savings whilst at the same time delivering improvements to the resident experience. The Council is also investing in essential works in its 2 principal heritage assets, Bruce Castle Museum and Alexandra Palace.

8.39 Financing

All capital expenditure must be financed from either an external source (government grant or other contributions), the Council's own resources

(revenue, reserves, or capital receipts) or debt (borrowing, leasing, Private Finance Initiative).

- 8.40 The Council's capital programme has moved to a financing strategy that seeks to ensure that investment via the capital programme is self-financing or funded from external resources wherever possible. The draft capital programme for 2024/25-2028/29 is analysed in the table below and shows that the majority of schemes being proposed (69%) are either self-financing or funded via external resources.

Table 8.3: Financing Strategy

	General Fund Borrowing		External (£'000)	Total (£'000)
	Met from General Fund (£'000)	Self Financing met from Savings (£'000)		
Children's Services	18,523	5,900	29,822	54,245
Adults, Health & Communities	3,882	45,341	8,793	58,016
Environment & Resident Experience	53,624	1,959	13,375	68,958
Placemaking & Housing	78,310	18,287	211,887	308,484
Culture, Strategy & Engagement	28,648	65,108	0	93,756
Total	182,987	136,594	263,877	583,458

- 8.41 The self-financing schemes will normally only proceed if they produce a reduction in expenditure that includes reductions enough to cover the cost of financing the investment. This is necessary to ensure that the investment contributes to meeting the financial challenges that the Council faces. It is noted however, that in some limited circumstances, that schemes may proceed even if they do not produce a reduction in expenditure enough to cover the cost of financing the investment.
- 8.42 As debt needs to be repaid the Council is required by statute to set aside from its revenue account an annual amount sufficient to repay its borrowing. This is known as the minimum revenue provision (MRP). The estimated MRP over the MTFS period is set out below:

Table 8.4: Estimated MRP

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)
MRP	18,676	17,677	19,002	20,069	20,980	22,306

8.43 The Council's underlying need to borrow to finance its capital programme is measured by the capital financing requirement (CFR). This increases when new debt financed capital expenditure is incurred and reduces when MRP is made. The table below shows the estimated CFR over the MTFS period.

Table 8.5: Prudential Indicator: Estimates of Capital Financing Requirement

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)
CFR	1,375,493	1,427,202	1,706,665	2,003,734	2,286,562	2,472,311

Asset Management

8.44 The Asset Management Plan will be reported to Cabinet in Spring 2024.

Asset Disposals

8.45 When a capital asset is no longer needed, it may be sold, and the proceeds (known as capital receipts) can be spent on new assets or can be used to repay debt (it should be noted that if the asset includes "open space", any decision on a proposed disposal will be subject to the statutory requirement to advertise and consult before a final decision can be taken and/or implemented). Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council is currently permitted by legislation to spend capital receipts to deliver cost reductions and/or transformation. This is known as the flexible use of capital receipts and this flexibility is currently due to expire on the 31st March 2025. However, there is a proposal to extend this to 2030.

8.46 As stated above, capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by the flexibility (up to 31st March 2025) will be used to deliver cost reductions and/or transformation. There is a separate policy statement and schedule of proposed initiatives to utilise capital receipts flexibly.

Treasury Management

8.47 The Council has a Treasury Management Strategy Statement (TMSS) that sets out in detail the Council's approach to managing its cash flows, borrowing

and investment activity, and the associated risks. The Capital Strategy document includes similar information from the TMSS but presents this information in the context of the Council's capital programme and Corporate Delivery Plan.

8.48 Treasury management is the management of the Council's investments, cash flows, its banking and capital market transaction and the effective control of the risks associated with those activities. Surplus cash is invested until required in accordance with the guidelines set out in the approved TMSS, whilst short term liquidity requirements can be met by short term borrowing from other local authorities.

Borrowing Strategy

8.49 The Council's primary objective when borrowing money is to strike a balance between securing low interest cost and achieving certainty of those costs, over the period for which the funds are required.

8.50 Projected levels of the Council's total outstanding external debt (which comprises borrowing, PFI liabilities and leasing) are shown below and compared to the CFR.

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

	31/3/23 Actual (£'000)	31/3/24 Budget (£'000)	31/3/25 Budget (£'000)	31/3/26 Budget (£'000)	31/3/27 Budget (£'000)	31/3/28 Budget (£'000)	31/3/29 Budget (£'000)
Borrowing Debt	783,301	1,204,505	1,087,092	1,346,241	1,623,607	1,885,665	2,049,734
PFI & Lease Debt	21,967	19,471	13,189	10,552	9,852	9,151	8,450
Total Debt	805,268	1,223,976	1,100,281	1,356,794	1,633,459	1,894,816	2,058,184
Capital Financing Requirement	1,120,900	1,375,493	1,427,202	1,706,665	2,003,734	2,286,562	2,472,311

8.51 The CFR represents the Council's underlying need to borrow for capital purposes. The Council's strategy is to maintain borrowing and investments below their underlying levels, which is commonly referred to as internal borrowing. The Council has an increasing CFR due to the increasing requirement to finance its capital programmes.

Affordable Borrowing Limit

8.52 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance,

a lower operational boundary is also set as a warning level should debt approach the limit. This is set out in Table 8.7 below.

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

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)
Authorised limit – borrowing	1,286,022	1,344,013	1,626,113	1,923,882	2,207,411	2,393,861
Authorised limit – PFI & leases	25,702	17,410	13,929	13,004	12,079	11,154
Authorised limit – total external debt	1,311,724	1,361,423	1,640,042	1,936,886	2,219,490	2,405,015
Operational boundary - borrowing	1,236,022	1,294,013	1,576,113	1,873,882	2,157,411	2,343,861
Operational boundary – PFI & leases	23,365	15,827	12,663	11,822	10,981	10,140
Operational boundary – total external debt	1,259,387	1,309,840	1,588,775	1,885,704	2,168,392	2,354,001

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

8.54 Table 8.8 below shows the net estimated capital financing costs based on the capital programme and the revised set of assumptions. The table also shows how these forecasts compare to the budget that is currently built into the MTFS plan.

Table 8.8: Estimated Capital Financing Costs

	2023/24 Budget (£'000)	2024/25 Budget (£'000)	2025/26 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)

MRP - pre 2008 expenditure	5,019	5,019	5,019	5,019	5,019	5,019
MRP - post 2008 expenditure	13,657	12,657	13,983	15,050	15,961	17,287
Total MRP	18,676	17,677	19,002	20,069	20,980	22,306
Interest Costs (General Fund)	16,946	14,996	21,319	22,943	24,438	25,626
Total Gross Capital Financing Costs (GF)	35,622	32,672	40,321	43,012	45,418	47,932
Offsetting Savings for self financing schemes	(12,714)	(1,119)	(2,743)	(3,724)	(4,235)	(5,152)
Total Net Capital Financing Costs (GF)	22,908	31,553	37,579	39,289	41,183	42,781
Interest Costs (HRA)	18,589	25,889	35,987	48,297	60,785	69,562

Table 8.9: Proportion of financing costs to net revenue stream

	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Financing Costs General Fund	35,622	32,672	40,321	43,012	45,418	47,932
Proportion of net revenue stream	12.36%	11.11%	13.45%	14.06%	14.56%	15.06%
Financing Costs HRA	18,589	25,889	35,987	48,297	60,785	69,562
Proportion of net revenue stream	16.41%	19.00%	24.32%	30.52%	36.11%	39.32%

8.55 Over the MTFs period the General Fund proportion of financing costs to net revenue stream ratio shows modest increases. These are primarily driven by the expected higher costs of new long-term borrowing that the Council will need to undertake over the MTFs. The ratio also shows significant increases for the HRA over the MTFs. However, these increases have been modelled

into the current version of the evolving HRA business plan and capital programme.

Governance

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

9. Housing Revenue Account (HRA)

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

HRA Financial Plan Overview

- 9.1 The 30-year HRA financial plan contains a long-term assessment of the need for investment in assets, such as new homes development, existing homes acquisition, major works, and other cyclical maintenance requirements, as well as forecasts on income streams such as rents, in line with rent standards, and future developments.
- 9.2 The Plan includes the modelling of the revenue and capital implications of all planned work in the HRA to deliver council priorities and provides the basis for understanding the affordability of current capital programme delivery plans and assessing options to ensure a viable HRA over a longer period. It considers the build costs, inflation, exposure to housing market volatility and delivery capacity within the Council.
- 9.3 The increases in energy costs, inflation and interest rates rises presents a level of challenge and difficulty in delivering our capital programmes now and the viability of our HRA in the medium to long-term. The Council must agree a HRA Budget and longer-term plan which is prudent and sustainable. This plan factors in our best estimates and assumptions on interest rates and inflation, which are particularly significant for our capital programme.
- 9.4 The plan recognises that to undertake the proposed extensive development programme, the HRA must be viable now and in the future. It also recognises that there will be ongoing gateway reviews to update and test viability before future programme phases are released. One of the measures of viability of the HRA is the annual revenue contribution to capital outlay (RCCO), which reduces the need for external borrowing. RCCO is the revenue surplus after expenditure; and it is key in assessing the HRA resilience. The financial plan

has a target of an ongoing £8m minimum annual surplus (though in this MTFS period that is forecast to not be possible for all years). This is to provide an appropriate level of in-year financial cover, in recognition of the risks such as changes in government policies, operational factors and those associated with an extensive development programme. The plan also assumes a year on year working balance of £20m. This increased position was established at the end of 2021/22.

9.5 In the current iteration of the financial plan, the revenue surplus is forecast at above £8m in 2024/25 and 2025/26, with surplus in the subsequent 3 years but below the £8m level, before being forecast to increase again in later years. Any unanticipated event with financial implications in those years will be managed through a call on the working balance, which is forecasted to be replenished in future years.

9.6 **The main sources of income to the HRA are Rents and Service Charges.**

9.7 **Housing rents**

9.8 The Council is required to set the rent increases in council-owned homes every year but there are strict limits for existing tenants. From 2020/21, the government has permitted Local Authorities in England to increase existing tenants' rents by no more than the Consumer Price Index (CPI), at September of the previous year, plus 1%.

9.9 On 17 November 2022, the government announced in the Autumn Statement 2022 that social housing rent increases for 2023/24 would not go up in line with the formula, instead will be capped at 7%, to help tenants with the increased cost of living.

9.10 In 2024/25, rents will increase by September CPI + 1% in line with Government guidance.

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

9.12 Central Government, through the Regulator of Social Housing, prescribes the formula for both calculating social housing rents in new tenancies and the rate at which existing social rents are able to increase in each year.

9.13 The rental increase is set at September CPI plus 1%. In 2023/4 the CPI+1% rent increase would have been 11.1% however the rent increase was restricted at 7% by Central Government. In 2024/25 there is no such restriction. Therefore, the proposed rents increase in 2024/25 of 7.7% is based on September CPI of 6.7% plus 1%.

9.14 On this basis, the proposed average weekly rents for general needs and sheltered/supported housing will increase by £9.10 from £118.22 to £127.33 in 2024/25. There is a range of rents across different sizes of properties. The

table below sets out the proposed average weekly rents by property size based on the rent increase of 7.7% for 2024/25 with effect from 1st April 2024 (the first Monday in April).

Table 9.1: Proposed Average Weekly Rent 2024/25

Number of Bedrooms	Number of Properties	Current average weekly rent 2023/24	Proposed average weekly rent 2024/25	Proposed average rent increase	Proposed percentage increase
Bedsit	130	£95.91	£103.30	£7.39	7.7%
1	5,260	£101.59	£109.41	£7.82	7.7%
2	5,133	£118.40	£127.52	£9.12	7.7%
3	3,687	£135.57	£146.01	£10.44	7.7%
4	607	£154.35	£166.23	£11.88	7.7%
5	110	£180.56	£194.46	£13.90	7.7%
6	15	£187.64	£202.09	£14.45	7.7%
7	2	£177.55	£191.22	£13.67	7.7%
All dwellings	14,944	£118.22	£127.33	£9.10	7.7%

9.15 Formula rent and Rent Caps

9.16 The national formula for setting social rent is intended to enable Local Authorities to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock (to at least Decent Homes Standard) and continue to operate a financially viable HRA, including meeting their borrowing commitments.

9.17 The formula is complex and uses national average rent, relative average local earning, relative local property value, and the number of bedrooms to calculate the formula rent.

9.18 Formula rents are subject to a national social rent cap. The rent cap is the maximum level to which rents can be increased to in any one financial year, based on the size of the property. Where the formula rent would be higher than the rent cap for a particular property, the national social rent cap must be used instead. Rent caps for 2024/25 are as shown below:

Table 9.2: 2024/25 Bedroom Rent Caps

Number of Bedrooms	2024/25 Rent Cap
1 and bedsits	£188.04
2	£199.08

3	£210.15
4	£221.19
5	£232.26
6 or more	£243.31

9.19 **Rents on New Tenancies**

- 9.20 Rents for new tenancies are set according to a formula (hence the term ‘formula rent’). This is for new tenancies in either a relet of an existing council home, or a newly built council home.
- 9.21 The Policy statement on rents for social housing also includes provision for social landlords to apply a 5% flexibility on formula rents: *‘The government’s policy recognises that registered providers should have some discretion over the rent set for individual properties, to take account of local factors and concerns, in consultation with tenants. As a result, the policy contains flexibility for registered providers to set rents at up to 5% above formula rent (10% for supported housing – as defined in paragraphs 2.39-2.40 below). If applying this flexibility, providers should ensure that there is a clear rationale for doing so which takes into account local circumstances and affordability.’*
- 9.22 The current financial climate – with high inflation rates and high interest rates – means that the Council cannot continue to meet its obligations to its tenants by investing in its stock, ensure that all homes meet at least the decent homes standard, ensure that homes meet the council’s sustainability objectives and ensure homes are warm and cheaper to heat for tenants while still setting a balanced HRA. On this basis, the 2024-2029 HRA MTFS proposes applying the 5% flexibility to formula rents.
- 9.23 This would not supersede any commitments on future rent levels – for example as set out in the landlord offer for new homes at Broadwater Farm and High Road West. It would also not apply to any homes that are being delivered at London Affordable Rent. And this could not affect rents on existing tenancies which can only rise by CPI+1%.
- 9.24 Rents on new builds (apart from the categories mentioned above) and rents for re-lets of existing Council Homes are proposed to be set at formula rent plus 5% flexibility (subject to national rent cap).
- 9.25 **London Affordable Rent**
- 9.26 London Affordable Rent was introduced by the Mayor of London in 2016 as a social housing product for new affordable homes funded by Building Council Homes for Londoners (BCHFL) grant. It reflects the 2015/16 formula rent cap uprated by CPI plus one per cent every year. These LAR rents are at the same level anywhere in London. LAR homes are let by councils on secure tenancies, and by other registered providers.

- 9.27 The BCHFL grant programme allocated grant on the basis that homes for low-cost rent would be let at London Affordable Rent (LAR) rather than formula rent. The historically relatively low level of grant – a flat rate of £100,000 per unit – reflected that expectation.
- 9.28 In the 2023/24 HRA MTFS it was agreed to let homes built as part of the GLA's 2016-2021 programme at LAR.
- 9.29 The table below shows London Affordable Rents for 2024/25. This represents an uplift on 2023/24 LAR Rents by September CPI plus 1%.

9.30 **Table 9.3: 2024/25 LAR**

Number of Bedrooms	2024/25 LAR
1 and bedsits	£201.43
2	£213.26
3	£225.10
4	£236.95
5	£248.80
6 or more	£260.63

9.31 **Rents in Temporary Accommodation**

- 9.32 All properties purchased since 1 April 2019 for housing homeless households, which are held in the HRA, are leased to Haringey Community Benefit Society (HCBS) and let by HCBS at Local Housing Allowance (LHA) rent levels.
- 9.33 The HRA financial plan includes these rental incomes for a maximum period of seven (7) years from the time of acquisition. From year eight (8), it recognises incomes from these properties at formula rent, with the normal annual rent increases of CPI, as these properties are assumed will revert to the HRA after 7 years of lease.
- 9.34 From 1st April 2024, all other council-owned properties, in the HRA, used as temporary accommodation under a Council non-secure tenancy will have proposed rent increases of 7.7% (CPI + 1%).

9.35 **Shared Ownership Rents**

- 9.36 There are a small number of shared ownership properties in the HRA, and their rents are to be increased in line with their contracts, typically January RPI +0.5%. The Government have recently announced that for new shared ownership properties the rents are to be increased by CPI +1%.

9.37 Tenants' Service Charges

9.38 In addition to rents, tenants pay charges for services they receive which are not covered by the rent.

9.39 Service charges must be set at a level that recovers the cost of the service, and no more than this. Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. Therefore, a flat rate is charged to tenants receiving each service and the weekly amount is fixed. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

9.40 In the past years, service charges have been capped at CPI plus 1% increases, apart from last year where service charges were generally capped at 10% instead of 11.1% (CPI plus 1%) and most energy related service charges were capped at 75% of the cost.

9.41 This approach was taken to ensure that rises in rent and service charges were consistent. In the event that this rise meant that the council would have recovered more than the cost of providing that service, service charges were capped to ensure that no more than this was recouped.

9.42 This is in line with guidance in the rent standard – which sets out that registered providers should endeavour to keep increases for service charges within the limit on rent changes, of September CPI +1%. However, the overarching service charging principle is for an authority to recover the cost of the service, and no more than this.

9.43 Service charges are covered by housing benefit and Universal Credit, so any tenant in receipt of these benefits will have these costs covered.

9.44 Having increased service charges on the above basis for a number of years, it is proposed in 2024/25 that we revert to full cost recovery service charges. The services tenants currently pay for are listed below:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Estates road maintenance
- Light and power (Communal lighting)
- TV aerial maintenance
- Door entry system maintenance
- Sheltered housing cleaning service
- Good neighbour cleaning service

- Window cleaning service.
- Converted properties cleaning
- Heating

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

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

9.46 The applicable charges proposed for 2024/25 is as shown in the table below:

Table 9.4 – Proposed Tenants’ Service Charges with effect from 1st April 2024 (2024/25)

Tenants' Service Charges	Current Weekly Charge 2023/24	Proposed Weekly Charge 2024/25	Increase / Decrease	
Property Charges :				
Concierge	£20.28	£26.62	£6.34	31%
Grounds Maintenance	£3.40	£3.47	£0.07	2%
Caretaking	£5.19	£7.62	£2.43	47%
Street Sweeping	£5.98	£8.57	£2.59	43%
Estates Road maintenance	£0.68	£0.77	£0.09	13%
Communal Lighting (Light & Power)	£5.57	£4.04	-£1.53	-27%
TV aerial maintenance	£0.38	£0.41	£0.03	9%
Door entry system maintenance	£1.03	£1.11	£0.08	8%
Sheltered housing cleaning service	£2.13	£2.48	£0.35	16%
Good neighbour cleaning service	£1.51	£1.76	£0.25	17%
Window cleaning	£0.63	£0.67	£0.04	6%
Converted properties cleaning	£2.05	£3.93	£1.88	92%
Sheltered Housing Blocks Heating	£19.31	£18.33	-£0.98	-5%
Garton House / Lowry House Heating	£15.78	£15.33	-£0.45	-3%
Ferry Lane Estate / Runcorn Heating	£23.46	£21.83	-£1.63	-7%
Rosa Luxemburg - District Heating 8	£9.56	£7.14	-£2.42	-25%
William Atkinson House Heating	£20.60	£19.45	-£1.15	-6%
Broadwater Farm DEN Heating	£22.49	£21.11	-£1.38	-6%
Welbourne (Walter Tull House) DEN Heating	£11.45	£8.54	-£2.91	-25%
Support Charges :				
Sheltered Housing Charge	£32.38	£33.40	£1.02	3%
Good Neighbour Charge	£14.47	£14.93	£0.46	3%
Good Neighbour Charge (Stokley Court)	£17.62	£18.17	£0.55	3%

9.47 **Heating charges**

9.48 The heating charges reflect the projected usage in the blocks and projected energy rates for 2024/25. To protect tenants from a sharp increase some of the approved 2023/24 heating charges included a 25% discount. In 2024/25 no equivalent discount has been applied as the proposed charges are based on full cost recovery, However the current intelligence from the Council's energy supplier (Laser) is that costs in 2024/25 are expected to be approximately 26% lower than costs in 2023/24 and this has been reflected in the proposed charges in the table above.

- 9.49 Broadwater Farm and Welbourne heating charges are included as an indication of the average weekly cost as both sites are expected to have metered charges from the latter part of 2023/24.
- 9.50 Where properties are on metered heating, the charges will be based on usage for each property and proposed tariffs as detailed in the table below.

Table 9.5 – Proposed Metered Tariffs with effect from 1st April 2024 (2024/25)

Metered blocks (same tariff applies to all sites)	Current Tariff	Proposed Tariff	Increase / Decrease	
	2023/24	2024/25		
Weekly standing charge (£/wk)	£3.65	£3.65	£0.00	0%
Price per unit of heat (pence/kWh)	8.01p	7.90p	-0.11p	-1%

9.51 Rent Consultation

- 9.52 As part of the budget consultation, tenants will be given the opportunity to express their views on the adoption of rent flexibility for new tenancies. There is no requirement for tenant consultation on existing rents, service charge increases or charges for facilities (such as heating) (but there is a duty to notify tenants of such increases once a decision has been made). Haringey Council's rents are set in accordance with government rent standard and no new charges are being introduced for the tenants' service charges. Tenants must be given at least four weeks' notice before the new rents and service charges for 2024/25 start on 1st April 2024.

9.53 HRA Tenants Support Fund

- 9.54 Recognising the impact that service charge increases in this report may have on HRA tenants, it is recommended that a new support fund is established. The form of support to be provided from this fund will be addressed in a separate report with the decision making delegated to the Director of Housing & Place following consultation with the Cabinet Member for Housing services, Private renters, and Planning. It is proposed that this be funded from the £20m HRA working balance and the replenishment of the working balance to its full level be redressed in the subsequent periods.

9.55 HRA Expenditure

- 9.56 Significant items of expenditure in the HRA include the management cost (£30.5m), repairs cost (£27m), capital financing charge (£25.2m) and depreciation (£22.6m). These four items constitute 77% (£105m) of the total HRA expenditure (£136m) in 2024/25. The capital financing charge is the interest on HRA loans and internal funding and is budgeted at £7m above the 2023/24 level due to higher interest rate forecast for next year's potential borrowings. Depreciation is a cash charge to the HRA to reflect the need to finance the replacement of components within HRA homes over time. The depreciation charges to the HRA are transferred into the Major

Repairs Reserve (MRR). The Major Repairs Reserve is used to build up capital sums that can be used to finance the capital programme.

- 9.57 The proposed HRA capital programme supports the delivery of over £2bn investment in our existing stock over the next 30 years, and the delivery of over 3,000 new council homes by March 2031.
- 9.58 There are of course risks such as the impact of the current inflation and interest rate rises on collection of rent, capacity to build, and overall sustainability of the HRA. However, these risks have been factored into this iteration of the HRA budget/MTFS. The budget/MTFS forecasts revenue contribution to capital outlay (RCCO) above the set minimum of £8m in 2024/25 and 2025/26. The RCCO falls below this level in the last three periods of the MTFS and bounces back, after this period. The financial plan recognises the management of the risks in those periods via the use of working balance which currently stands at £20m.
- 9.59 **HRA 5 Years MTFS (2024/25-2028/29)**
- 9.60 This report sets out the proposed HRA 5 years Budget/MTFS in the Table below. It accommodates the scale of development presently assumed within the business and financial planning in terms of its impact of the future years HRA revenue position. It also takes into consideration the current inflation and interest rates and its impact in next year's rent charges. The HRA budget for 2024/25 is a balanced budget with a revenue contribution to capital (RCCO) of £8.6m.
- 9.61 The table below shows the HRA 5-Year Revenue Budget (2024/25 – 2008/29)

Table 9.6 – HRA 5-Year Revenue Budget (2024/25 – 2028/29)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income & Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income & Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Dwellings Rent Income	(109,359)	(119,027)	(128,185)	(137,644)	(146,029)	(640,244)
Void Loss	2,071	1,190	1,282	1,376	1,460	7,379
Hostel Rent Income	(1,932)	(1,990)	(2,050)	(2,112)	(2,176)	(10,260)
Service Charge Income	(17,095)	(17,902)	(18,791)	(19,687)	(20,592)	(94,067)
Leaseholder Income	(8,341)	(8,577)	(8,820)	(9,068)	(9,323)	(44,129)
Other Income (Garages /Aerials/Interest)	(1,738)	(1,826)	(2,189)	(2,233)	(2,278)	(10,264)
Total Income	(136,394)	(148,132)	(158,753)	(169,368)	(178,938)	(791,585)
Expenditure						
Repairs	27,060	26,553	27,085	25,218	23,264	129,180
Housing Management	28,605	30,012	29,552	30,163	31,786	150,117
Housing Demand	1,879	1,879	1,879	1,879	1,879	9,395
Estates Costs (Managed)	13,440	13,709	13,983	14,263	14,548	69,943
Provision for Bad Debts (Tenants)	3,019	1,199	1,281	1,365	1,441	8,305
Provision for Bad Debts (Leaseholders)	200	206	212	218	224	1,060
Other Costs (GF Services)	3,564	3,635	3,708	3,782	3,857	18,546
Other Costs (Property/Insurance)	2,148	2,191	2,234	2,279	2,325	11,176
Capital Financing Costs	25,280	35,057	47,403	59,894	68,630	236,264
Contribution to Major Repairs (Depreciation)	22,597	23,669	24,839	26,025	27,229	124,359
Revenue Contributions to Capital	8,603	10,023	6,577	4,282	3,754	33,239
Total Expenditure	136,394	148,132	158,753	169,368	178,938	791,585

9.62 The RCCO in 2024/25 and 2025/26 is more than our locally set minimum of £8m, however for the remaining 3 years it is below £8m. It is clear that our HRA position remains tight and will require close monitoring of our ongoing income and expenditure positions.

9.63 HRA 5 Years Capital Programme (2024/25 – 2028/29)

9.64 This represents the capital implications of the new HRA financial plan where there is a strong emphasis on meeting the needs of homeless households while ensuring that the needs of the existing stock are met. It also focuses on the delivery of new homes, renewal of BWF estate, carbon reduction in existing stock, and fire safety of the entire stock.

9.65 The HRA MTFs is geared towards maximising the use of other available resources and use of borrowing as last resort, while maintaining a working balance of £20m. The MTFs capital programme funding assumes a mix of

grant funding, S106 monies, revenue contribution and prudential borrowing. The total capital investment in 2024/25 is £239m, fully funded from grants, Major Repairs Reserve, revenue contributions, RTB retained capital receipts, leaseholder contributions and borrowing.

Table 9.7 - HRA 5 Year Capital Programme (2024/25 – 2028/29)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Investment & Financing	2024-25	2025-26	2026-27	2027-28	2028-29	5 Years
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Investment						
Major Works Programme	36,437	45,676	76,683	83,000	66,635	308,431
Carbon Reduction Works (Affordable Energy)	3,503	6,893	11,500	13,533	6,757	42,186
Fire Safety Works	7,879	8,041	8,366	7,460	5,631	37,377
Broadwater Farm Works (BWF)	16,213	19,713	17,575	16,975	16,974	87,450
Total Existing Stock Investment	64,032	80,323	114,124	120,968	95,997	475,444
New Homes Build Programme	101,926	115,570	107,819	94,156	78,122	497,592
New Homes Acquisitions	33,540	17,395	22,494	14,734	2,658	90,820
High Road West (HRW)	2,064	19,053	36,644	36,260	11,082	105,104
Broadwater Farm (BWF) New Build	21,944	56,486	58,565	25,473	5,505	167,972
Existing Homes Acquisitions - TA	15,575	15,731	16,203	16,689	17,190	81,388
Total Capital Investment	239,081	304,557	355,849	308,279	210,555	1,418,321
Capital Investment Financing						
Grants (GLA)	44,805	46,167	56,412	14,696	35,596	197,676
Major Repairs Reserve	22,597	23,669	24,839	26,025	27,229	124,359
Revenue Contributions	5,482	10,023	6,579	4,283	3,753	30,120
RTB Capital Receipts	6,858	7,273	7,472	7,737	8,010	37,350
Leaseholder Contributions to Major Works	8,289	7,890	6,548	6,832	7,104	36,663
Market Sales Receipts	4,717	1,348	1,613	1,482	15,450	24,610
Borrowing	146,333	208,187	252,386	247,224	113,413	967,543
Total Capital Financing	239,081	304,557	355,849	308,279	210,555	1,418,321

- 9.66 The Council continues to project an expensive HRA capital programme both in terms of investing in its existing stock and new build. The financial sustainability of this is addressed in our revenue modelling reported above.
- 9.67 This MTFS proposes increases in major works, carbon reduction, fire safety budget – to meet current regulatory requirements (Building Safety & Fire Safety legislation), reach 100% Decent Homes standard, following self-referral.
- 9.68 **Major Works**
- 9.69 The Council's new Housing Asset Management Strategy sets out the Council's target to achieve 100% decent homes, and how this will be achieved.
- 9.70 In July 2022, Cabinet agreed to go out to tender to work with partners to deliver these works for the long term, through a Partnering Contract. This

Partnering Contract would run for ten years and will be divided into four separate contracts over four geographical areas. Works under the Partnering Contract are expected to start in late 2024. The proposed Partnering Contract has been designed to deliver value for money; ensure that the Council's objectives to meet decent homes, as well as the other workstreams listed below, are met; contribute to wider corporate priorities in particular to bring good quality jobs and training opportunities to Haringey residents; and finally to ensure that those who are awarded large contracts by the Council are committed to Haringey and the success of the borough for the longer-term. The costs in this proposed capital programme budget recognises the estimated cost of the partnering contract.

9.71 **Carbon Reduction Works**

9.72 The budget provision would support extensive measures contained in the Council energy action plan. Despite the challenging economic circumstances, the Council is proposing an increase of £9m in the expenditure on carbon reduction works over the MTFS period.

9.73 The Council's Energy Action Plan sets out how it will deliver the objectives of both the Climate Change Action Plan and the Affordable Energy Strategy. These are to reduce carbon emissions from the Council's housing stock so that the whole stock reaches an average EPC of B by 2035; and A by 2041, where technically feasible. In turn this will contribute to the objective to minimise energy costs for Council tenants and reduce fuel poverty, especially in a time of rising costs.

9.74 The proposed approach is to firstly improve the fabric of the property. This means upgrading, where necessary, walls, roofs, windows, floors, and doors so as to reduce the need to expend energy to heat homes. The next stage is to incorporate low and zero-carbon heat and power. The worst performing homes will be targeted first. Works will be incorporated with the major works programme to minimise cost to the HRA and disruption to residents. The proposed HRA capital budget supports these works, but external funding is also sought whenever applicable.

9.75 **Fire Safety Works**

9.76 The proposed budget/MTFS is to ensure that all housing stock continues to meet changing statutory requirements. The budget has been refreshed and additional investment of £2m is proposed over the MTFS period; to ensure that the requirement of the recent Fire Safety (England) Regulations 2022 are met. The programme includes front entrance door replacements, window infill panel replacements, Automatic Fire Detection (AFD) to street properties, automatic Fire detection and compartmentation works to timber clad buildings, Intrusive Fire Risk Assessments (FRA) and follow up works.

9.77 **Broadwater Farm Works**

9.78 The council is setting aside significant capital expenditure for the regeneration of the Broadwater Farm estate and has reprofiled expenditure in line with our latest estimates. This reprofiling means a proposed additional £3.6m expenditure over the MTFS period. The identified

structural faults with a number of buildings led to the development of comprehensive programme of improvement. This programme includes:

- The construction of 294 new homes, all at council rent, with 30% family sized units with three beds or more (contained in the new homes budget, below)
- The refurbishment of 800 homes, covering sustainability, fire safety and mechanical and electrical
- Improvements to the public realm and green spaces, tackling the legacies of the 'streets in the sky' design from the 1960s

9.79 New Homes Build and Acquisition

9.80 This Financial plan continues to provide for financial resources to meet the Council's commitment to the delivery of high-quality Council homes. This is an integral part of the Council's core HRA business, with a delivery programme that is viable in the long term. The total estimated cost of new build homes and acquisition in the financial plan is £861m over the period of the MTFS.

9.81 Over the past five years, the Council has established a housing delivery programme that is committed to delivering 3,000 new council homes for council rent by 2031. These are the first new council homes in Haringey for forty years.

9.82 The Housing Delivery Programme currently includes over 2000 homes that have been completed started on site. 199 new council homes have been completed and let.

9.83 The new homes are designed through an iterative process of consultation and engagement with Members, planners, and the community.

9.84 Clear, explicit design principles mean that these homes will have the highest standards of design quality – so that homes are beautiful, but also safe, comfortable, and accessible. They will also be easy and affordable to look after – for the Council and for the tenant.

9.85 Climate change, carbon management, and sustainability is integral to the design of our new generation of Council homes. The Council targets zero-carbon for each of our developments.

9.86 More than 10% of new homes are fully wheelchair accessible, with a target of 20%. As part of the programme, through the Bespoke Homes programme we are actively identifying households on the housing register with specific accessibility needs in order to design new homes for their individual needs.

9.87 The need for genuinely affordable homes in Haringey – as across the country – is urgent. More than 12,500 households are currently on the Council's housing register.

- 9.88 Cabinet has so far included 80 sites of Council land with potential for development in the programme. Most are held in the HRA; others are in the General Fund and will need to be appropriated at cost into the HRA. Where such land includes “open space”, prior to a final decision to appropriate the land into the HRA, there will be a need to advertise and consult.
- 9.89 Sites in the HRA are underused land, generally on housing estates, typically garages, car parking spaces, or land between existing blocks. General Fund land ranges from the conversion of former shops into homes to large sites such as the former waste management depot at Ashley Road.
- 9.90 As an integral part of the programme, the Council also actively seeks opportunities to acquire homes to let as Council homes.
- 9.91 **Existing Homes Acquisitions – Temporary Accommodation (TA)**
- 9.92 The Council’s TA acquisition programme is based on the purchase of homes and subsequent leasing to the Haringey Community Benefit Society (‘the CBS’) to provide housing to households in housing need nominated to it by Haringey Council. This scheme will generate adequate rental income to cover the cost of capital and associated cost. There is also a General Fund (GF) saving generated by the provision of homes to homeless households in the HRA via reduction in the use of privately-owned temporary accommodation in GF. This Financial plan has a reduced allocation over the MTF period for this scheme compared to prior years. This is because of the restriction the new guidance on use of RTB retained receipts has placed on the Council’s ability to use these receipts for the purpose of acquiring existing homes. The new guidance means that the Council has a capped number of acquisitions in any year. The RTB retained receipts is now being applied to new build homes to match the acquisitions.
10. **Dedicated Schools Budget (DSB)**
- 10.1 Schools budgets are substantially funded from the ring-fenced Dedicated Schools Grant and two other funding streams (Pupil Premium and Post 16 Grant) which are, in effect, passported to schools. Spending must be consistent with the requirements of the prevailing schools and early years funding regulations. There are requirements for Schools Forum to act as a decision-making and/or a consultative role in determining budget levels for each year.
- 10.2 The financial position reported at Quarter 2 2023/24 sets out the forecast year end position. The accumulated deficit on the High Needs Block has benefited from Safety Valve Funding of £11.99m received in 2022/23. As a result, the opening deficit is £11.55m. The report highlights the in year budget pressures in the High Needs Block which is estimated to add an additional £2.5m to the existing deficit of £11.55m to give a forecast deficit of £14.05m by the end of 2023/24. Further Safety Valve Funding of £2.99m is expected in year bringing the forecast closing position down to £11.04m. The in year forecast deficit is in line with the Safety Valve Agreement and overall, on target to bring the High Needs Block into balance by 2027/28.

- 10.3 Table 10.1 below sets out Haringey's Dedicated Schools Grant allocations for 2022/23, the minimum rebased DSG baseline allocation for 2023/24 and the National Funding Formula (NFF) allocation for 2024/25 that was published 19th December 2023.

Table 10.1 Haringey's Dedicated Schools Grant Allocation

DSG Block Allocations	Schools Block £m	High Needs Block £m	Central Schools Services Block £m	Early Years Block £m	Total DSG Allocation £m	Recoupment £m	Total DSG Received by Haringey £m	Outside Grants Rolled into Schools Block £m
2022/23	212.52	52.21	2.79	20.25	287.77	-79.11	208.66	0.00
2023/24	219.47	56.79	2.71	21.22	300.19	-84.78	215.41	5.78
2024/25 (published)	225.78	58.12	2.63	31.40	317.93	-83.89	234.04	7.12
								12.90

Mainstream Schools Supplementary Grant (MSSG) 2023/24 and Mainstream School Additional Grant (MSAG) 2024/25 rolled into Schools Block

- 10.4 Overall, Haringey's NFF allocation for 2024/25 is an increase of 8.6% excluding rolled in grants equivalent to £7.12m. This is based on the December 2023 published allocations and will change during the year due to Early Years Block indicative allocation based upon 2023/24 census and in year recoupment.
- Schools Block - uplift of 0.48% equivalent to £1.02m but rolled in grant of £7.12m.
 - Central School Services Block - has lost -2.9% equivalent to £0.08m.
 - Early Years Block – uplift of 48% equivalent to £10.18m but estimated based on 23/24 census, also includes new funding to be passported to providers for nursery placements for children aged under 2 years old.
 - High Needs Block – uplift of 2.3% equivalent to £1.32m.
- 10.5 The actual financial position for the Dedicated Schools Grant is dependent on the final school's finance settlement for 2024/25, and updated Early Years Block census which is usually in July 2024.
- 10.6 The DfE have consulted on the implementation of the direct National Funding Formula from 2024-25, which allows the Secretary of State to determine Schools funding allocations directly. The Council supports a funding system that continues to enable local discretion on the allocation of schools funding so that decisions being made are more responsive to the needs of schools.
- 10.7 The Haringey Schools Forum noted the DSG funding allocations at their January 2024 meeting and approved the consultation outcome on the formula to distribute the schools block for devolved school budgets subject to approval by the Education Skills and Funding Agency (ESFA).

DSG Reserves

- 10.8 The DSG reserves now account for Safety Valve funding of £11.99m applied to the 2022/23 position and a further funding expected to be received in 2023/24 of £2.99m to improve the forecast closing position to £11.04m.

Table 10.2 2023/24 Year End DSG reserves forecast

DSG Blocks	Opening DSG deficit at 01/04/2023	Q2 2023/24 Forecast	Safety Valve Funding	Forecast closing DSG deficit 2023/24
	£m	£m	£m	£m
School Block	0	0	0	0
Central School Services Block	0	0	0	0
Early Years Block	0	0.02	0	0.02
High Needs Block	-11.55	-2.50	2.99	-11.06
Total DSG	-11.55	-2.48	2.99	-11.04

- 10.9 After the successful bid to join the Safety Vale Programme approved by DfE in March 2023. The Safety Valve Plan is currently on track in year one of the program with regular quarterly reporting to the DfE prior to receipt of the in-year funding. Workstreams on the delivery to bring the DSG deficit into a balanced position by 2027/28.
- 10.10 Successful delivery and progress in line with the DSG Management Plan would result in funding being released by DfE to support the reduction deficit and bringing the High Needs Block into a balance by 2027/28. The planned funding profile is as follows:

Year	£m
2022-23	11.96
2023-24	2.99
2024-25	2.99
2025-26	2.99
2026-27	2.99
2027-28	5.98

11. Consultation & Scrutiny

- 11.1 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents, businesses, tenants and service users which is used to inform the final decision of the Council when setting the budget.

Public Consultation

- 11.2 As such a formal consultation has taken place on the proposals included in the December draft Budget/MTFS report which included businesses, tenants, service users and residents. A detailed summary of the process and the responses received can be found in Appendix 7. Cabinet is asked to consider the responses and, consider whether the issues raised are addressed in the budget strategy.

Overview and Scrutiny

- 11.4 As part of the Council's governance arrangements for scrutiny of the Budget and Medium-Term Financial Strategy, the Council's Overview and Scrutiny Committee and Panels met during late December 2023 and early January 2024 and have scrutinised all the proposals presented in the 5th December 2023 report to Cabinet. Senior officers, relevant Members and heads of finance were in attendance at each meeting to present proposals and respond to questions from the Panel/Committee members. For some proposals, additional information was requested, which was provided.

- 11.5 All recommendations put forward by the Panels and the main Committee were considered by the Overview and Scrutiny Committee on 18th January 2024 and a schedule of final recommendations were agreed and referred to Cabinet. These recommendations, along with the Cabinet responses, are provided in Appendix 8.

- 11.6 A further meeting of the Overview and Scrutiny Committee will be held on 1 February 2024 in respect of the Budget report being presented to Cabinet on 6 February. Any additional recommendations arising from that meeting will be included in the final budget report presented to Full Council on 4 March.

Equalities Impact Assessment

- 11.7 The proposals in the 2024-25 Budget and 2024-2029 Medium Term Financial Strategy have been subject to equalities analyses, both individually, and collectively as a combined set of actions. The report attached as Appendix 9 summarises this analysis.

12. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

- 12.1 The Council's draft Budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes.

13. **Carbon and Climate Change**

13.1 Any carbon and climate change implications of the proposals contained in this report are addressed at the relevant section of the report.

14. **Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)
Finance**

14.1 The financial planning process ensures that the Council's finances align to the delivery of the Council's priorities and the administration's manifesto commitments in the medium term. In addition, it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

14.2 Ensuring the robustness of the Council's 2024/25 budget and its MTF5 2024/25 – 2028/29 is a key function for the Council's Section 151 Officer. This includes ensuring that the budget proposals are realistic and deliverable. As the MTF5 report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

14.3 Following considerable and collaborative work across the council a final 2024/25 balanced budget has been achieved, requiring the Council drawdown of £5.9m from the Strategic Budget Planning Reserves. The Council continues to experience the impact of the conditions in the national economy and post pandemic environment. These factors are driving the need for £25.5m growth and addresses the assumed demand in care service, underpinned by a significant savings programme. Best efforts have been employed to derive realistic and robust budgets for 2024/25 however the Council must continue to focus on delivering its agreed programme of savings at pace which are vital in helping the ongoing financial sustainability of the authority in the longer term.

14.4 The policy of reviewing all agreed savings as part of the annual budget setting process is one measure employed to de-risk budgets as are the adjustments made since the draft Budget was presented to revise budgets to reflect government funding announcements and budgets particularly sensitive to wider economic conditions such as treasury and borrowing. This Budget continues to provide for a Corporate Contingency of c£7m across the whole MTF5 period.

14.5 The formal Section 151 Officer view on the Council's financial sustainability and assessment of robustness of the council's budget, including sufficiency of contingency and reserves to provide against future strategic risks is taking on more importance than ever in this challenging financial climate. This report is written to provide the full and frank view of the Council's Chief Finance Officer (CFO) on the Council's financial position. This will be further formally set out in the CFO's Section 25 Statement contained within the final budget report to Council in March 2024.

Procurement

- 14.6 Strategic Procurement has been consulted in the preparation of this report and note the recommendations in section 3 and contents of the report which are not related to a procurement activity or process. Strategic Procurement will continue to work with services to enable cost reductions.

Head of Legal & Governance

- 14.7 The Assistant Director of Legal & Governance (Monitoring Officer) has been consulted in the preparation of this report and makes the following comments.

Procedure

- 14.8 In accordance with section 67 of the Local Government Finance Act 1992 (the '1992 Act'), the functions of agreeing the budget and the calculation of Council tax are to be discharged by the Full Council.

- 14.9 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. Accordingly, it is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.

Fiduciary Duty to Ratepayers

- 14.10 Member's fiduciary duty (i.e. legal duty as trustee of the public purse) is a material consideration to reflect upon. In making its decisions, the Council must act rationally and reasonably and should balance the nature, quality and level of services which it considers should be provided against the costs of providing those services.

Consultation

- 14.11 Under section 65 of the 1992 Act, the Council is under a duty to consult persons or bodies appearing to it to be representative of persons subject to non-domestic rates as regards hereditaments situated in the area of Haringey. In addition to businesses, the Council has consulted local residents. The outcome of that consultation is contained in Appendix 7 to this report. In making its decisions, the Council must conscientiously take into account the consultation responses. It should also be noted that the consultation was in the context of the budget proposals and not necessarily on the specifics of whatever decisions may be implied by the adoption of the budget.

Savings Proposals

- 14.12 The report proposes new savings proposals for the financial year 2024/25 e.g. reduction in staffing numbers, review of library opening hours, review of the provision of hard copy newspapers and magazines in libraries, review of

fees charged for parking, review of concessionary discounts for use of the New River Sports Centre and review of the Council Tax Reduction Scheme.

- 14.13 Depending on the nature of each proposal, the council may be required to take further steps prior to determining whether, how and when to implement those proposals. For example, the Department for Digital, Culture, Media and Sport states that: “We would like councils considering changing their library service to inform the DCMS Libraries team about their proposals before public engagement or consultation” (c.f. - [Libraries as a statutory service - GOV.UK \(www.gov.uk\)](#)). In addition, prior to considering implementing savings proposals, further steps may include e.g. carrying out further statutory consultation exercises, complying with requirements contained in legislation or guidance and carrying out full equalities impact assessments where appropriate so as to ensure that the Council complies with the public sector equality duty.

Public Sector Equality Duty

- 14.14 The Council must ensure that it has due regard to its public sector equality duty under section 149 of the Equality Act 2010 in considering whether to adopt the recommendations set out in this report. A full equalities impact assessment has been carried out and is contained in Appendix 9 of this report.

Flexible use of capital receipts

- 14.10 The report recommends that Cabinet propose approval to Full Council on the strategy as regards the proposed flexible use of capital receipts (Appendix 6 to this report). The Local Government Act 2003, section 15(1) requires a local authority “... to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify ...”. Guidance on the use of capital receipts flexibility has been issued under section 15(1) of the Act and the Council is therefore required to have regard to it (c.f. [Guidance on the flexible use of capital receipts \(updated August 2022\) - GOV.UK \(www.gov.uk\)](#)).

- 14.11 Among other things, the Guidance notes that -
Two codes of practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) contain guidance on capital receipts and local authority accounting that complement the Department for Levelling Up, Housing and Communities (DLUHC) guidance. These publications are:
- *The Prudential Code for Capital Finance in Local Authorities*
 - *The Code of Practice on Local Authority Accounting*
- Local authorities are required to have regard to the current edition of The Prudential Code for Capital Finance in Local Authorities by regulation 2 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and to the Local Authority Accounting Code as proper practices for preparing accounts under section 21(2) of the Act.*

Conclusion

- 14.12 In view of the conclusion reached by the Director of Finance above on the ability to set a balanced budget for 2024/25 and the Equalities comments

below, there is no reason why Cabinet cannot adopt the Recommendations in this report.

Equality

- 14.15 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 14.16 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 14.17 This This report details the draft Budget for 2024/25 and MTFS to 2028/29, including budget adjustments and capital proposals.
- 14.18 An EQIA for this Budget/MTFS has been produced in full and is appended to this report which summarises potential impacts on the protected characteristics. Where required, individual EQIAs will be developed for each proposal.
- 14.19 The impact of the budget proposals on equalities should be seen within the context of residents' lives in Haringey. Longstanding inequalities persist in Haringey as they do nationally and globally. In recent years global events, like the COVID-19 pandemic, inflation and war have impacted on people living in the borough by perpetuating health and economic inequalities and driving community tensions and hate crime.
- 14.20 The primary equality challenge in the last year has been the impact of the cost-of-living crisis on residents. The cost-of-living crisis has compounded economic disadvantage, which often interacts with lack of equal opportunities and discrimination faced by individuals with protected characteristics, notably for disabled people, young people from lower socioeconomic backgrounds, and Black, Asian and minority ethnic residents more likely to live in the borough's more deprived wards and experience employment gaps.
- 14.21 The proposals in this budget have been developed against a backdrop of budget pressures for councils across the country, with significant national scrutiny now being given to the pressures created for councils by social care and temporary accommodation demand.

- 14.22 In this budget there is a 2.99% increase in Council Tax in 2024/25 after which it reduces to 1.99% across the MTFs period and a 2% increase in ASC Precept for 2024/25 after which it is assumed to discontinue. The Council Tax Reduction Scheme will provide financial assistance with Council Tax bills for residents who are on a low income or less able to pay.
- 14.23 With relation to the Housing Revenue Account, rents in existing homes 7.7% (September 2023 CPI 6.7% + 1%), compared with last year where government capped at 7%. New rents will be subject to the formula rent and the 5% flexibility allowed (but not where commitments are in place as set out in the landlord offer on Broadwater Farm and High Road West or those at London Affordable Rent). Service charges are charged to recover the cost of the service. Most increases in service charges are below 10%. Service charges are covered by housing benefit and Universal Credit, so any tenant in receipt of these benefits will have these costs covered.
- 14.24 The council recognises that this is a challenging time for our residents, businesses and communities and this budget has been developed in this context, seeking to achieve the best possible outcomes with the limited resources available to us.
- 14.25 In this Budget/MTFS the council has sought to promote equality by:
- Meeting increased cost pressures in adult social care, children's social care and temporary accommodation caused by inflation to ensure we continue to support our most vulnerable residents and meet our statutory obligations
 - Investment in the schools estate
 - Investment in Pendarren House so that more Haringey children can enjoy a stay there
 - Investment in ICT for Community Hubs to enable users to access a range of services, likely to benefit those digitally excluded including older residents, disabled people and those of lower socioeconomic status
 - Bringing our leisure services in-house with a range of health and wellbeing benefits for residents
- 14.26 Given the significant financial challenge we face as a council, this budget presents difficult decisions which may have potential negative impacts on individuals with protected characteristics. Where negative impacts are likely, EQIAs will be developed in line with the proposal and mitigating actions will be taken.
- 14.27 The EQIA appended to this report provides a line-by-line equalities analysis of policy proposals in this Budget/MTFS and should be consulted for further detail.
- 14.28 At this stage we anticipate equalities implications may be more significant with regards to the following proposals:
- Variation to library opening times based on analysis of use: may have negative implications variously for mothers of young children, young

children, disabled people and older residents who are more likely to attend in the early mornings but have positive impacts on young people and students more likely to require evening use. Reductions in hours will impact all users but particularly those of lower socioeconomic status who are more reliant on the free facilities and materials they can access through the library.

- Work with residents to develop a Libraries Strategy for Haringey to ensure we have the most efficient and effective operating model: may be more likely to impact those who are not registered with the library and won't be able to access during self-serve hours which may be more vulnerable residents with greater social needs and those experiencing isolation including disabled people. May also impact those with less confidence to attend during self-serve hours due to concerns about safety during non-staffed hours including women, young people and LGBT people. May potentially benefit residents who wish to access the library in the evenings. Potential development of community-run libraries may bring positive benefits to all residents and help to build an inclusive Libraries Strategy.
- Council Tax Reduction Scheme Review – The review will reflect the borough's changing demographics and residents migrating to Universal Credit. The scheme is yet to be developed and will require public consultation on any changes. Potential negative impacts on individuals more likely to be within the Council Tax Reduction Scheme currently, specifically those experiencing socioeconomic disadvantage.

14.29 The budget proposals for 2024/25 have been subject to a formal public consultation. A Budget Consultation Report is appended to the Budget/MTFS Cabinet Report. Key findings:

- Respondents were asked which proposals they supported and which they didn't. There was support shown for the need and principle of putting cost saving measures into the budget, moving away from the current leisure centre provider and for funding the Schools Streets programme. There was also support shown by some residents for adjusting library hours rather than have any closures, investing in social housing and new sites for modular provision and investment in health and social care in the borough. Other proposals which gained some support were the raise in council tax, removal of hard copy magazines in libraries and improving methods of enforcement in the borough.
- There was a lack of support shown by certain residents for amendments to the existing library service, particularly introducing self-service and reducing hours. There was also a lack of support from some for the ongoing refurbishment of the Civic Centre and the council taking leisure services in-house and investing in Pendarren house.
- Respondents were asked what the council should look to do in order to meet its budget challenge and save money, generate income or achieve better value. Suggestions included raising Council Tax, enforcement fees and charges. There were also suggestions to adapt the business model of libraries and start charging for certain services,

with a number of respondents recommending a subscription fee. There were suggestions to think again about certain projects which may not benefit the public substantially, use Haringey space for commercial reasons and bring in experts to advise on cost saving practices.

- 14.30 Respondents were asked to comment on any proposals they thought will have a bigger impact on people with protected characteristics.
- 14.31 It was highlighted that leisure and fitness centres and libraries are used by elderly residents not only for fitness and information centres, but also for socialising so they could be negatively impacted if the council are not equipped to bring the facilities in house.
- 14.32 The lack of available toilets if library hours are shortened will also negatively impact older people and potentially pregnant people. Some respondents commented that the proposed budget cuts will disproportionately impact those who are more vulnerable to social isolation and those who are economically disadvantaged.
- 14.33 It was suggested that those with learning difficulties may find it difficult to use an online service to read a paper, or use a self-issue/return machine, the same with people from an older generation.
- 14.34 There were concerns about the budget proposals negatively impacting:
- Older residents
 - Disabled residents
 - Those with special needs
 - Those who are economically disadvantaged
 - Children and Young people
 - Ethnic minority groups and those for whom English isn't their first language.
 - Parents of young children
 - Pregnant women

15. **Use of Appendices**

Appendix 1	Summary of Final Proposed Revenue 2024-25 Budget and Medium Term Financial Plan 2024-2029
Appendix 2a	Summary of new Revenue budget growth proposals included in 5 December 2023 Cabinet report
Appendix 2b	Summary of additional new Revenue budget growth proposals now presented
Appendix 3a	Summary of new Revenue Saving proposals included in 5 December 2023 Cabinet report
Appendix 3b	Summary of additional Revenue Saving proposals now presented

Appendix 4	Draft General Fund Capital Programme 2024/25– 2028/29
Appendix 5	New Capital Proposals for 2024-25 MTFS Programme
Appendix 6	Flexible Use of Capital Receipts Strategy
Appendix 7	Budget Consultation Summary of Responses
Appendix 8	Overview and Scrutiny Committee recommendations and Cabinet responses
Appendix 9	Equalities Impact Assessment
Appendix 10	Council Tax base Report 2024/25

16. **Background papers**

None

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Appendix 1 - Summary of General Fund Revenue 2023/24 Budget and Medium Term Financial Plan 2024-2029

	2023/24	Movement	2024/25	Movement	2025/26	Movement	2026/27	Movement	2027/28	Movement	2028/29
	Draft Budget		Projected		Projected		Projected		Projected		Projected
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Directorate											
Adults, Health & Communities	108,701	(13,137)	95,564	10,137	105,701	7,373	113,074	(724)	112,350	(1,220)	111,130
Children's Services	62,949	2,223	65,173	360	65,533	360	65,893	(815)	65,128	(50)	65,078
Culture, Strategy & Engagement	33,569	(6,792)	26,777	(3,399)	23,378	(190)	23,188	(5)	23,183	0	23,183
Environment & Neighbourhood	14,565	2,710	17,275	2,294	19,569	(1,758)	17,811	(2,239)	16,439	(867)	15,572
Placemaking & Housing	7,829	(2,324)	5,505	(528)	4,977	(665)	4,312	(1,420)	3,577	(685)	2,892
Chief Executive	305	(283)	22	(250)	(229)	0	(229)	0	(229)	0	(229)
Corporate Governance	2,283	918	3,201	0	3,201	0	3,201	0	3,201	0	3,201
Finance	52,815	19,378	72,193	11,806	83,999	10,018	94,017	9,839	103,186	670	103,856
Council Cash Limit	283,017	2,692	285,709	20,420	306,129	15,138	321,267	4,636	326,835	-2,152	324,683
Further Savings to be Identified	0	(0)	(0)	(16,966)	(16,966)	(11,014)	(27,980)	836	(29,296)	2,152	(27,144)
Planned Contributions form Reserves	(3,500)	(2,904)	(6,404)	6,110	(294)	149	(145)	134	(11)	0	(11)
Total General Fund Budget	279,517	(212)	279,305	9,563	288,869	4,273	293,142	5,606	297,528	0	297,528
Funding											
Council Tax	(124,212)	(11,322)	(135,533)	(4,005)	(139,538)	(4,124)	(143,662)	(4,252)	(147,914)	0	(147,914)
Council Tax Surplus	0	(2,500)	(2,500)	2,500	(0)	0	(0)	0	(0)	0	(0)
RSG	(25,635)	(1,718)	(27,353)	(164)	(27,517)	0	(27,517)	0	(27,517)	0	(27,517)
Top up Business Rates	(59,451)	(4,235)	(63,686)	(32,305)	(95,991)	0	(95,991)	0	(95,991)	0	(95,991)
Retained Business Rates	(19,800)	(2,488)	(22,288)	(126)	(22,414)	0	(22,414)	0	(22,414)	0	(22,414)
Section 31 Grants	(21,546)	(705)	(22,251)	22,251	(0)	0	(0)	0	(0)	0	(0)
NNDR Surplus/(Deficit)	1,271	(1,271)	0	0	0	0	0	0	0	0	0
NNDR Growth	(2,000)	0	(2,000)	2,000	0	0	0	0	0	0	0
Total (Main Funding)	(251,374)	(24,238)	(275,611)	(9,849)	(285,461)	(4,124)	(289,585)	(4,252)	(293,837)	-	(293,837)
New Homes Bonus	(2,105)	315	(1,790)	(8)	(1,798)	0	(1,798)	0	(1,798)	0	(1,798)
Public Health	(21,502)	21,502	0	0	0	0	0	0	0	0	0
Other core grants	(4,536)	2,632	(1,904)	0	(1,904)	0	(1,904)	0	(1,904)	0	(1,904)
Total (Core/Other External Grants)	(28,143)	24,449	(3,694)	(8)	(3,702)	-	(3,702)	-	(3,702)	-	(3,702)

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APPENDIX 2a - New Growth Identified for 5.12.23 Cabinet

Description	Area	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Funding to reflect increased costs of running Coroners Court	L&G	166					166
Additional Principal Scrutiny Officer	L&G	67					67
Additional posts to address the mis-match between demand for legal support and the current capacity of the team.	L&G	350					350
The funding will enable support to the Committees team for in person Cabinet Member signings as well as provide extra support for the Scrutiny team for the Joint Health Overview and Scrutiny Committee which our team manage on behalf of 5 boroughs.	L&G	25					25
Annual Subscription for membership of Central London Forward	CORP	40					40
Apprenticeship Levy is charged at 0.5% of the annual pay bill. Since it's introduction, the paybill has increased due to pay award and an increase to the budget is required	CORP	250					250
This growth reflects the forecast cost of the revised arrangements for delivering the Leisure management service in house.	ERE	946					946
This is the final adjustment required to rebalance the Early Year funding between the DSG and the GF in accordance with the DSG grant conditions.	CORP	243					243
Time limited saving on waste fleet vehicles is due to expire from 2024/25 resulting in the need to reinstate a budget to cover this cost.	ERE	100					100

APPENDIX 2a - New Growth Identified for 5.12.23 Cabinet

Description	Area	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Various cost pressures including the implications of the National 'Big Switchoff'; Audio Visual equipment; Council's internal case management software (Halo); Microsoft E5, Cyber Security.	CSE	1,150					1,150
£1m to cover the in year pressure on care costs and £0.88m to cover forecast inflation for 2024/25 (less the £500K that was placed in the MTFS for growth in 24/25)	CYP	1,388	660	660			2,708
Impact of inflationary increase in Adults social care as well as the additional costs of Children transitioning to Adults social care services (£16.3m 24/25). Temporary Accomodation increased demand as well as inflationary pressure (£3.0m 24/25).	AHC	19,267	7,311	7,311			33,889
	Total	23,992	7,971	7,971	0	0	39,934

Acronyms	Area	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health and Communities (includes TA)	AHC	19,267	7,311	7,311	-	-	33,889
Culture, Strategy and Engagement	CSE	1,150	-	-	-	-	1,150
Corporate	CORP	533	-	-	-	-	533
Environment and Neighbourhoods	ERE	1,046	-	-	-	-	1,046
Legal & Governance	L&G	608	-	-	-	-	608
Children's Services	CYP	1,388	660	660	-	-	2,708
	Total	23,992	7,971	7,971	-	-	39,934

APPENDIX 2b - New Growth Identified Post 5.12.23 Cabinet

MTFS Tab	Category	Title of Option:	Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Non-Service Revenue	Service Growth	Bank Charges	Impact of Increased Card payments for services	300					300
Non-Service Revenue	Service Growth	External Audit	Impact of increased External Audit Fees	155					155
Adults	Service Growth	Community Alarms	Additional Funding to meet the cost of providing this Service	200					200
CSE	Service Growth	Senior Management roles	Growth for re-evaluated Senior Management roles	60					60
Totals				715	0	0	0	0	715

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APPENDIX 3a - New Savings Identified for 5.12.23 Cabinet

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
CYP24_SAV_001	We are developing a new Transitions Service to provide support and advice to young people with Special Educational Needs and Disabilities so that they know what to expect in the future and can prepare for adulthood. This will be a multi-disciplinary team that works with partners to ensure young people have the help and support they need for their health, relationships, independent living and employment.	CYP	-673	-1,152	-777	-724	-1,220	-4,546
AHC24_SAV_001	Identify an additional site for additional modular Lodge provision. 60 units of accommodation by mid 2026	AHC	0	-126				-126
AHC24_SAV_002	Proposing to increase the supply of Lodge accommodation by 100 units. Conversion and extension of one of our existing hostels has been scoped. We are also pursuing the possibility of repurposing /developing other council owned buildings as temporary accommodation options. If we can identify further sites, there is scope to identify additional savings.	AHC	-110	-383				-493
AHC24_SAV_003	Use of one bed social housing as temporary accommodation for families with a baby or young children – we have more 1 bed social housing properties than any other size – using a small proportion as TA would reduce TA costs. Our Annual Lettings Plan allows for 10 properties to be used for this purpose. This will be expanded to 15 and then 30 in 2023-24. Moves will particularly be focused to ensure people from Lodge accommodation are moved on, freeing up lodge vacancies.	AHC	-69	-69				-138
AHC24_SAV_004	Use of two bed social housing as temporary accommodation for families – using a small proportion as TA would reduce TA costs. We intend to introduce this provision within our Annual Lettings Plan for 24/25 and allow for 10 properties to be used in this way. The particular focus will be on families who need to stay locally , thereby reducing any additional costs for other parts of the council due to care and support needs.	AHC	-37	0	0	0	0	-37
AHC24_SAV_005	We will work with residents to identify suitable accommodation to move on from TA, ensure they are move ready and can settle successfully into the identified accommodation within the community . (staffing costs have been deducted from calculated savings)	AHC	-57	0	0	0	0	-57

APPENDIX 3a - New Savings Identified for 5.12.23 Cabinet

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
AHC24_SAV_006	A Project Officer will be engaged to work with families to remove any barriers to moving on from temporary accommodation. Targetted casework will include but not limited to ensuring that households are 'move' ready and supporting households to bid realistically for social housing . This is envisaged to be a 2.5 to 3 year project that will benefit from new supply delivered through the new build programme.	AHC	-400					-400
AHC24_SAV_007	Leases held by the Council are restricted by TA subsidy arrangements (rental at 90% of 2011 Local Housing Allowance(LHA)). This subsidy is insufficient , which result in a cost to the council. Homes for Haringey Leases are not restricted in this way, converting leases to Homes for Haringey reduces costs to Council while ensuring that accommodation is within current LHA rates and affordable to residents.	AHC	-175	-54				-229
AHC24_SAV_008	This proposal is to make savings of £300,000 from our existing contract for 0-19 year old integrated public health services. We will work with the provider on more efficient ways of working, while maintaining front line service offer for residents. Implementation period will be at least 6 months from sign off of council budget as then we will need to work with the provider. Implementation is expected by October 2024/25 with full year effect in 25/26.	AHC	-150	-150	0	0	0	-300
AHC24_SAV_009	Through the pandemic and in the following period we learnt that many residents like to access sexual health services from local pharmacies and through online advice and testing services, which are less expensive than clinic based services and achieve good outcomes. This proposal continues to take this emphasis forward with a further shift to self service and pharmacy options without impacting outcomes for residents.	AHC	-300	0	0	0	0	-300
AHC24_SAV_010	Continuing Healthcare Is a funding stream that solely provides the full responsibility of a person's care on health services. Haringey receives the lowest Continuing Health Care funding in North Central London and is very low compared nationally, this project aims to fully imbed the Continuing Health Care process within Adult Social Care and gain a greater proportion of health funding. Ensuring residents are receiving the right level of funding for high/complex placements, expenditure for these placements would be picked up by health (fully health funded, joint funded and Funded Nursing Care). To increase the number of referrals for Continuing Health Care funding, to the North Central London Integrated Care Board and establish this as part of business as usual over the next year.	AHC	-1,200	0	0	0	0	-1,200
AHC24_SAV_011	When a person has care and support needs, there are many ways this can be delivered, one option is that we can Commission a provider directly to provide that care and support. Alternatively, direct payments are another methodology, and this can enable people to have more control on how their care is provided. Using direct payments is more cost effective since they do not include the costs home care agencies charge on top of the price of care.	AHC	-800	0	0	0	0	-800

APPENDIX 3a - New Savings Identified for 5.12.23 Cabinet

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
AHC24_SAV_012	<p>The strength and asset-based approach is a national agenda, it changes the direction of how we provide care and support for individuals to look within their communities on how they can be supported before coming to a service led offer. It enables social care to reduce service demand by working with our voluntary sector and really focusing on early intervention and prevention.</p> <p>Strength Based Working produces better outcomes for people and reduced strain on adult social if residents are enabled to remain as independent as possible, strengthening people's ability to remain within the community.</p> <p>The use of digital tools, supports strength work based working approach.</p>	AHC	-350	0	0	0	0	-350
AHC24_SAV_013	<p>We are expecting to receive an uplift to the public health grant of £292k in 24/25, which can be directed to existing council priorities/spend which contribute to public health outcomes</p>	AHC	-292	0	0	0	0	-292
AHC24_SAV_014	<p>Supported living is when the residents remain in the community as independently as possible is enabled to claim housing benefit and their one-to-one care is provided. Currently we need to strengthen the support of living offer within Haringey.</p> <p>To ensure that people can reside in the Community with one-to-one provider delivered in their own home, this will reduce the cost. This will reduce the demand on nursing and residential expensive placements out of borough.</p> <p>Using digital tools, is key for the supported living model in Haringey.</p>	AHC	-300	0	0	0	0	-300
AHC24_SAV_015	<p>Currently we support approximately 3500 people to remain independently in the community on a daily basis, by auditing provider services and ensuring that the service delivery is accurate and in line with the care and support plan, we will look to find efficiencies in the system.</p> <p>By utilising a personalised approach and reviewing what services are available within the community for early Intervention early intervention and prevention, we may be able to reduce demand by working with our voluntary sector to deliver low levels of care, support, shopping, cleaning, et cetera additionally.</p> <p>By completing a financial review with residents, they may be entitled to some benefits that could support some of these low level activities.</p>	AHC	-250	0	0	0	0	-250

APPENDIX 3a - New Savings Identified for 5.12.23 Cabinet

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
AHC24_SAV_016	We have externally commissioned an independent review of the Mental Health Services, the review highlighted significant evidence to support that Haringey is a massive outlier nationally for funding between the age of 18 -65, this has been a long-standing issues. Steps are being taken to focus on a locality model, that will bring Mental Health Social Workers back into localities, still aligned to the Mental Health Trust. However more controls are being put in place to control Mental Health spend, additionally the review team are focusing on the high-cost placements, to ensure we are reviewing costly/out of borough packages of care and bring back into a local provision of care.	AHC	-200	0	0	0	0	-200
AHC24_SAV_017	A Better Care Fund (BCF) external review has taken place, work underway with the ICB and NHS England, in redesigning our Better Care Fund planning for 23/24, we have a deadline of the 02/10/2023. Haringey has £7.8m within the plan, are looking at opportunities to redirect spend from the wider system back into Adult Social Care.	AHC	-200	0	0	0	0	-200
CSE24_SAV_001	The use of our libraries varies from one branch to another at different time of the day. Based on footfall analysis we know that library use is typically lowest in mornings. Young people in particular have a need for study space in the evenings and libraries are ideal as a free and safe community space. We want to look at varying the opening hours of our libraries to times when they are most heavily used, which could include later in the evenings, allowing us to allocate resources in a more targeted way. Library buildings and facilities could be made available to other services even when the library service itself is not operating e.g., Community Hub teams and VCS organisations. The proposed saving is based on reviewing hours at the six branch libraries with a mixture of mornings and afternoons opening times based on demand and demographics, to ensure libraries remain accessible to all. The service is currently carrying some vacancies and agency cover which will reduce the need for any proposed redundancies. No library building would be closed.	CSE	-675	0	0	0	0	-675
CSE24_SAV_002	The proposal is to introduce self-service technology in libraries. Further work is required to establish feasibility, based on learning from other boroughs; it would require investment in digital and other technologies eg CCTV but has the potential to reduce staffing by 40%. This could be introduced potentially along with a community run library service option as has been introduced in other boroughs (eg Camden and Barnet), and could also sit alongside use of library buildings by other public services and agencies, enabling users to access, check out or return library items when using those other services. No library building would be closed. The saving is modelled on a similar reduction in numbers of library staff to the previous proposal, but later in the MTFs period to enable the detailed feasibility work to be done.	CSE	0	-304	-372	0	0	-676

APPENDIX 3a - New Savings Identified for 5.12.23 Cabinet

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
CSE24_SAV_003	The proposal is to stop providing hard copy newspapers and magazines in libraries. Newspapers and magazines are now available on Pressreader which provides thousands of newspapers and magazines from around the globe. Many library services that stopped newspapers and magazines during COVID lockdown have not reintroduced them. (n.b. this saving as proposed here has been removed and replaced with a new saving regarding hard reading material CSE24_SAV_012)	CSE	-30	0	0	0	0	-30
CSE24_SAV_004	Review all contracts controlled by Digital and Change and all ICT contracts held elsewhere in the organisation, utilising Gartner support: <ul style="list-style-type: none"> - Benchmarking against other councils - either through Gartner or LOTI, or CIO group - Write to all organisations requesting efficiencies/savings - Rationalise licenses - Review what we are paying for and performance - Renegotiation of contracts up for renewal Review and rationalise all applications used by the council with a view to reducing our digital estate. We will focus in on applications that are: <ul style="list-style-type: none"> - Duplicated elsewhere - Due for renewal - Under used or under performing - Offer an opportunity to move to SAAS (Software as a Service) and reduce FTE We will also review the teams involved in managing and using these applications and consider a hiatus on any new applications.	CSE	-150	-150	0	0	0	-300
CSE24_SAV_005	Carry out a restructure of Digital and Change in line with a new target operating model and a view to release some savings. This will involve: <ul style="list-style-type: none"> ▣ Review & reduce the renewal of Fixed Term Contracts ▣ Restructure the team and reduce FTEs by 2 • Centralise digital functions 	CSE	-100	-130	0	0	0	-230
CSE24_SAV_006	Building on current portfolio to seek additional significant digital and other advertising space in borough. Income generation is hard to quantify without detailed feasibility work. Savings here are net of an additional fixed term post to explore and deliver opportunities.	CSE	35	-35	0	0	0	0
EN24_SAV_001	This proposal seeks to recover operating cost through the review of Fees and Charges (£500k) by ensuring Haringey remains in line with other Authorities. Review of Parking Services (£500k). Optimise deployment to ensure an appropriate level of enforcement in all areas (£300k).	E&N	-1,300	0	0	0	0	-1,300

APPENDIX 3a - New Savings Identified for 5.12.23 Cabinet

Ref	Description	Directorate	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
EN24_SAV_002	The continuation of the schools streets programme expansion is anticipated to generate an additional net income of £170k as a by-product of the enforcement activity associated with the scheme. Enforcement income can not be used as a revenue raiser and is ring-fenced for specified spend in the Traffic Management Act 2004.	E&N	-170	0	0	0	0	-170
EN24_SAV_003	Enhance our enforcement on environmental crime (ie flytipping, littering and waste licensing) by reconfiguring the team and deploying additional resources to meet residents demand for a cleaner borough.	E&N	-100					-100
EN24_SAV_004	The New River Sports Centre has an operational subsidy of £170,000 (Total subsidy of £225k - £54k central recharges). This proposal seeks to realise savings by : Reviewing concessionary discounts; Reducing enery usage through technological improvements;Increase customer base through equipment upgrades and additional activities.	E&N	-53	-40	-34	-26	-17	-170
EN24_SAV_005	Breaches to the Housing Act 2004 such as unlicensed premises can be charged a Civil Penalty Notice of up to £30k and in addition, Improvement Notices can be served on the person in control of the property and a Charge made for that Improvement Notice.	E&N	-13	-13	-13	-13	0	-52
Total			-8,119	-2,606	-1,196	-763	-1,237	-13,921

Acronyms	Area	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Adults, Health and Communities (includes TA)	AHC	-4890	-782	0	0	0	-5672
Culture, Strategy and Engagement	CSE	-920	-619	-372	0	0	-1911
Placemaking and Housing	P&H	0	0	0	0	0	0
Environment and Neighbourhoods	E&N	-1636	-53	-47	-39	-17	-1792
Children's Services	CYP	-673	-1152	-777	-724	-1220	-4546
Total		-8119	-2606	-1196	-763	-1237	-13921

APPENDIX 3b - New Savings Identified Post 5.12.23 Cabinet

Directorate	Ref	Title of Option:	Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Culture, Strategy & Engagement	CSE24_SAV_008	Replace central budget that funds National Graduate Development Programme salaries	The central budget in HR that funds NGDP graduates' salaries would be adjusted; services would pay for any placements they offer, as these graduates are recognised as a valuable resource. The corporate saving will be delivered over two years as our existing graduates complete their two year placements.	-£50	-£150				-200
Culture, Strategy & Engagement	CSE24_SAV_009	Improved Commercial Operations	Appoint a specialist Head Commercial Operator to identify opportunities and develop a strategy to enhance income generation from our assets	£100	-£250				-150
Culture, Strategy & Engagement	CSE24_SAV_010	Increased advertising income	Convert static advertising to digital, introduce smaller high street advertising, deliver more large format digital advertising sites, develop SME offer for marketing design & print in line with our ethical advertising policy.	-£150	-£150				-300
Culture, Strategy & Engagement	CSE24_SAV_011	Community Hubs	To implement multi-disciplinary digitally-enabled community hub teams, working alongside the VCS and health partners in locality areas in response to local need. Savings delivered through service efficiencies including reduction in duplication as a result of blended roles and pooled budgets. It will also enable a reduction in or maximisation of the use of council buildings.	-£550	-£250	-£200	£0	£0	-1,000
Culture, Strategy & Engagement	CSE24_SAV_012	Library Hard copy titles	We will seek to retain a limited number of hard copy titles, based on usage, funded from within the wider library budget.	-£25					
Environment & Resident Experience	EN24_SAV_009	CTRS review	A review of the Council Tax Reduction Scheme and anticipated base of recipients following residents migrating to universal credit and changing demographics. This will require public consultation on any proposed changes following the review.		-£1,000	-£1,000			-2,000
Environment & Resident Experience	EN24_SAV_010	New Traffic Filter Schemes	Camera enforcement to address non-conformance of vehicle restrictions that seek to improve the residential environment.			-£300	-£250		-550
Environment & Resident Experience	EN24_SAV_011	Pay & Display Tariff for EV charging	Helping to increase access to electric vehicle charge points by applying a parking tariff for the time needed	-£12					-12

APPENDIX 3b - New Savings Identified Post 5.12.23 Cabinet

Directorate	Ref	Title of Option:	Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	Total
Environment & Resident Experience	EN24_SAV_012	Stop resetting the initial discount period following PCN challenges	Limit the discount period for PCN payments to 14 days where challenges against the PCN are made but rejected, rather than resetting the 14 day period once the decision is made. A commitment to ensuring that there is a minimum of 2 days to make payment will be standard with an additional period for postal responses built into the process.	-£50	-£50				-100
Environment & Resident Experience	EN24_SAV_013	Redesign Tennis Court Charging	Applying a more consistent cross-borough charging system to offset ongoing maintenance costs, albeit with potential concessions		-£10	-£5			-15
Environment & Resident Experience	EN24_SAV_014	Events in parks	Expand the range and scope of events in parks to increase community participation and cohesion		-£50	-£50			-100
Placemaking & Housing	P&H24_SAV_007	Commercial Portfolio and rental opportunities	Increase income from our commercial portfolio		-£75	-£50	-£100	-£75	-300
Placemaking & Housing	P&H24_SAV_008	Property Disposals	Property disposals to realise one-off Capital receipts to reduce borrowing, or generating equivalent income from different property uses, in line with our Strategic Asset Management and Property Improvement Plan.					-£335	-335
Total				-£737	-£1,985	-£1,605	-£350	-£410	-£5,062

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

			Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION		£,000	£,000	£,000	£,000	£,000	£,000
101	Primary Sch - repairs & maintenance	Grant funded through the school condition allocation - used for boiler replacement, window replacement, roof replacement etc.	E	4,000	2,000	2,000	2,000	0	10,000
102	Primary Sch - Major Capital Works (Existing MTFS)	Haringey borrowing to fund major renewal and replacement works.	H & E	7,500	4,027	2,500	2,500	0	16,527
110	Devolved Sch Capital	A grant that is passed through to schools	E	531	531	531	531	0	2,124
114	Secondary Sch - Major Capital Works (Existing MTFS)	Haringey borrowing to fund major renewal and replacement works.	H	3,983	801	0	0	0	4,783
121	Pendarren House	Further investment in Pendarren House so that more Haringey children can experience a stay there.	H	500	0	0	0	0	500
124	In-Borough Residential Care Facility	Self-financing borrowing scheme to fund in borough/council run facility to replace high cost out of borough placements.	S	3,000	2,900	0	0	0	5,900
125	Safety Valve	Grant funded by DfE to support creation of additional SEND places. Being used as part of the Safety Valve programme.	E & H	3,350	8,561	0	0	0	11,911
126	EYES and Social Care developments to the LiquidLogic System	Haringey borrowing to fund further development & expansion of Children Social Care IT system	H	250	2,000	250	0	0	2,500
Children's Services				23,114	20,820	5,281	5,031	0	54,245
201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	Grant funded through the Disabled Facilities Grant to enable people to stay in their homes rather than other settings.	E	2,193	2,200	2,200	2,200	0	8,793
209	Assistive Technology	Grant funded through the Disabled Facilities Grant to enable people to stay in their homes rather than other settings.	S	300	0	0	0	0	300
211	Community Alarm Service	Grant funded through the Disabled Facilities Grant to enable people to stay in their homes rather than other settings.	H	177	177	177	177	0	708
214	Osborne Grove Nursing Home	Self-financing borrowing scheme to convert create a 70 bed nursing facility, progression of the scheme is subject to a successful business case.	S	700	1,000	5,000	10,000	28,341	45,041
222	Wood Green Integrated Care Hub	Haringey borrowing to make a contribution to the Wood Green Integrated Care Hub.	H	0	1,000	0	0	0	1,000
225	Locality Hub	Haringey borrowing to support the localities strategy.	H	1,500	674	0	0	0	2,174
Adults, Health & Communities				4,870	5,051	7,377	12,377	28,341	58,016

			Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION		£,000	£,000	£,000	£,000	£,000	£,000
119	School Streets	School Streets are an important piece of work in improving the health of children in our borough. Thus creating a safer, less polluted space for children outside school which has so many benefits for their health, not least by improving air quality and increasing their daily physical activity. This scheme is funded utilising SCIL & external funding.	E	325	325	325	325	325	1,625
301	Street Lighting	Haringey borrowing to fund renewal of the street lighting infrastructure.	H	1,000	1,000	1,000	1,000	0	4,000
302	Borough Roads	Haringey Borrowing to improve infrastructure.	H	6,000	6,000	6,000	6,000	6,000	30,000
304	Flood Water Management	Mixed funded scheme but predominately Haringey Borrowing to improve infrastructure.	H	710	0	0	0	0	710
305	Borough Parking Plan	Haringey borrowing to fund renewal of the parking infrastructure.	H	250	0	0	0	0	250
309	Local Implementation Plan(LIP)	Transport for London grant for improvement works to elements of the highways infrastructure.	E	1,000	1,000	1,000	1,000	0	4,000
310	Developer S106 / S278	Contributions from developers to mitigate the effect of their developments on the Council's infrastructure.	E	250	250	250	250	0	1,000
311	Parks Asset Management: (Existing MTFS)	Mixed funded scheme to improve the Council's park assets but predominately Haringey Borrowing.	H	450	450	450	450	0	1,800
313	Active Life in Parks: (Existing MTFS)	Mixed funded scheme to improve the Council's park assets but predominately Haringey Borrowing.	H	400	400	400	400	0	1,600
314	Parkland Walk Bridges	Haringey borrowing to fund remediation works on the parkland walk bridges.	H	3,350	350	350	2,500	350	6,000
322	Finsbury Park	This expenditure is funded through the Finsbury park account.	E	500	500	500	500	0	2,000
325	Parks Vehicles	Self-financing Haringey borrowing to move to electric vehicles.	S	360	0	0	0	0	360
328	Street & Greenspace Greening Programme	Haringey borrowing to fund the scheme of greening the borough.	H	178	75	75	0	0	328
332	Disabled Bay/Blue Badge	Haringey borrowing to fund improved/increased blue badge parking.	H	150	0	0	0	0	150
334	Parks Depot Reconfiguration	Haringey borrowing to fund improvements to various parks depots.	H	100	0	0	0	0	100
336	New River Sports & Fitness	Self-financing Haringey borrowing projects to improve New River to attract new customers.	S	533	533	533	0	0	1,599
338	Road Casualty Reduction (Externally Funded)	This scheme is funded utilising SCIL & external funding	E	950	950	950	950	950	4,750
341	Leisure Services	This is to fund a range of investment in the Council's Leisure Services which will increase usage of the facilities and also reduce emissions through changes to boilers and other reduction measures	H	3,660	825	825	1,063	1,063	7,436
342	Public Protection - To replace life expired IT system	This investment will enable Public Protection to replace life expired IT system and enhance the users experience	H	300	50	0	0	0	350
Environment & Resident Experience				20,466	12,708	12,658	14,438	8,688	68,958
401	Tottenham Hale Green Space	A mixed funded scheme using Haringey Borrowing, grants and S106 to fund the programme of green space improvements	E & H	422	2,958	0	0	0	3,380
402	Tottenham Hale Streets	A mixed funded scheme using Haringey Borrowing, grants and S106 to fund the programme of public realm improvements	E & H	4,468	500	0	0	0	4,968

			Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION		£,000	£,000	£,000	£,000	£,000	£,000
408	Down Lane Park	Creation of Down Lane Park Scheme	E & H	5,000	2,591	0	0	0	7,591
421	HRW Acquisition	Externally funded to fund the acquisition of properties to deliver the HRW scheme.	E	12,200	4,600	112,600	0	0	129,400
430	Wards Corner Development	Self-financing Haringey borrowing to develop the site.	S	1,000	2,937	1,400	1,200	0	6,537
457	Future High Street Project	A mixed funded scheme 45:55 external grant: Haringey borrowing. The overall project has a range of interventions to improve the infrastructure of the borough. Largely concentrated in the Gourley Triangle development.	H & E	3,206	875	0	0	0	4,081
459	Wood Green Regen Sites	A mixed funded scheme to regenerate Wood Green sites	H & E	1,227	2,804	4,227	0	0	8,257
465	District Energy Network (DEN)	A mixed funded scheme with government grant, loaned at low interest rates and self-financing Haringey borrowing. The scheme to deliver low carbon energy in the borough is subject to a full business case being agreed by Cabinet in approximately Q1 Of 2024.	H & E	1,000	3,250	2,250	1,000	2,813	10,313
480	Wood Green Regen (2)	A mixed funded scheme to regenerate Wood Green	H & E	2,393	996	2,755	0	0	6,144
4007	Tottenham Hale Decentralised Energy Network (DEN)	A mixed funded scheme with government grant, loaned at low interest rates and self-financing Haringey borrowing. The scheme to deliver low carbon energy in the borough is subject to a full business case being agreed by Cabinet in approximately Q1 Of 2024.	H & E	2,500	4,223	7,000	7,500	7,500	28,723
4008	Wood Green Decentralised Energy Network (DEN)	A mixed funded scheme with government grant, loaned at low interest rates and self-financing Haringey borrowing. The scheme to deliver low carbon energy in the borough is subject to a full business case being agreed by Cabinet in approximately Q1 Of 2024.	H & E	1,800	2,853	7,500	7,500	7,500	27,153
4010	Selby Urban Village Project	Mixed grant and self-financing Haringey borrowing project to create the village. Successful application for levelling up funding of £20m. Report on forward plan to reposition the scheme in the light of current developments, such as interest rate rises, construction cost inflation etc.	E	6,000	21,416	6,665	0	0	34,081
4011	Commercial Property Remediation	The scheme is to invest in our commercial portfolio to retain tenants a increase the rents that can be charged. The first year is funded by Haringey borrowing with latter years subject to successful business case(s).	S & H	4,214	4,000	3,000	3,000	0	14,214
4012	Energy Performance Certificate improvements	The scheme is to invest in our commercial portfolio to ensure that the buildings are compliant with the ePC regime and thus retain tenants. First year is Haringey borrowing with later years subject to successful business case(s).	S & H	750	750	500	500	0	2,500
4013	Clean Air School Zones	Haringey borrowing in the first year and external funding assumed for later years. Scheme is to fund works to improve air quality where a school street is not possible.	H	400	400	400	400	0	1,600
4014	Walking and Cycling Action Plan (WACAP) LTN delivery	External funding to deliver the WACAP.	E	708	708	708	708	708	3,540
4015	Walking and Cycling Action Plan (WACAP) Strategic cycle route delivery	External funding to deliver the Strategic cycle route element of the WACAP	E	1,033	1,033	1,033	1,033	1,033	5,163

			Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION		£,000	£,000	£,000	£,000	£,000	£,000
4016	Walking and Cycling Action Plan (WACAP) Cycle Parking (Hangers) delivery	External funding to deliver the Hangers element of the WACAP	E	118	118	118	118	118	590
316	Asset Management of Council Buildings	Haringey borrowing to fund essential works to council buildings. Includes provision for the accommodation strategy spend on offices in Station Road as described in the cabinet report in April.	H	5,000	4,250	1,000	0	0	10,250
Placemaking & Housing				53,438	61,261	151,155	22,959	19,672	308,484
330	Civic Centre Works	Self-financing Haringey borrowing to provide a new Civic Centre as per Cabinet April 2023.	S	31,234	26,097	3,584	0	0	60,915
447	Alexandra Palace - Maintenance	Haringey borrowing to fund capital works at the Palace.	H	470	470	470	470	0	1,880
464	Bruce Castle (Condition Works)	This investment is to supplement existing works at Bruce Castle Museum Condition Works	H	450	450	0	0	0	900
602	Corporate IT Board	Haringey borrowing to fund ICT improvements and developments	H	500	0	0	0	0	500
604	Continuous Improvement	Haringey borrowing to fund mobile ICT assets (laptops) renewal.	H	1,300	950	662	0	0	2,912
625	CCTV Move and Replacement of end of Life Infrastructure	CCTV move and replacement of end of life infrastructure	H	733	733	733	0	0	2,200
626	Corporate Data Platform	This is investment in a Corporate Data Platform to further inform our interactions with residents	H	250	1,250	1,000	0	0	2,500
627	Hybrid AV between now and Civic Centre coming on line	This investment is required to support Hybrid AV working between now and Civic Centre coming on line	H	300	500	450	0	0	1,250
628	Locality Hub ICT	This if fund ICT in Locality Hubs to enable users to access a range of services and experiences	H	400	600	0	0	0	1,000
629	Leisure Insourcing ICT	This is fund the ICT element of the proposed Leisure insourcing	H	433	0	0	0	0	433
630	Libraries IT and Buildings upgrade	Libraries Hub ICT (Public Access)	H	300	500	150	0	0	950
631	Ally Pally - Counter Terrorism	The investment is to allow the Alexandra Palace Trust to implement measures statutory measures to counter terrorism	H	496	182	363	0	0	1,041
632	Ally Pally - Health & Safety Works	The investment is to undertake health & safety works at Alexandra Palace	H	798	286	293	0	0	1,377
633	Ally Pally - Compliance works	This investment is to fund compliance works at the Alexandra Palace	H	815	1,194	2,546	0	0	4,555
634	Ally Pally - Invest to Earn	This investment is to allow Alexandra Palace to undertake investment to generate additional income. This will take the form of a loan to Alexandra Palace and will be subject to a satisfactory business case	S	1,437	1,628	1,128	0	0	4,193
635	Mobile Replacement (Smart Phones / Devices)	This investment is to support the replacement of mobile devices that in turn supports mobile working	H	175	250	225	0	0	650
636	Replacing Desktop AV / Screens in Offices	This investment is to replace various ICT elements such as desktop AV and Screens in Offices	H	150	150	150	0	0	450
655	Data Centre Move	Haringey borrowing to fund the relocation of the data centre from River Park House as part of the accommodation strategy.	H	500	450	0	0	0	950
656	BT Big Switch Off	Haringey borrowing to fund new digital lines as BT are switching off all analogue lines. This budget is an estimate to cover the IT element of the switch off. If there are physical works required then these will be met from scheme 316.	H	1,000	0	0	0	0	1,000

			Source of Funding	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2024/25 - 28/29 Total
SCHEME REF	SCHEME NAME	BRIEF DESCRIPTION		£,000	£,000	£,000	£,000	£,000	£,000
657	Corporate Laptop Refresh	Haringey borrowing to fund mobile ICT assets (laptops) renewal.	H	550	1,250	1,200	1,100	0	4,100
Culture, Strategy & Engagement				42,290	36,941	12,954	1,570	0	93,756
TOTAL GF CAPITAL PROGRAMME				144,178	136,781	189,425	56,375	56,701	583,458

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Description of Capital Bids	Directorate Area	Funding Source (LBH Borrowing, External, Self Financing borrowing)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	Total (£'000)
EYES and Social Care developments to the LiquidLogic System	Children's Services	LBH Borrowing	1,250	1,250	0	0	0	2,500
Further investment in Primary Sch - Major Capital Works (New Bid)	Children's Services	LBH Borrowing	0	1,527	0	0	0	1,527
Further investment in Secondary Sch - Major Capital Works (New Bid)	Children's Services	LBH Borrowing	3,713	531	0	0	0	4,244
Furter investment in Pendarren House so that more Haringey children can experience a stay there.	Children's Services	LBH Borrowing	500	0	0	0	0	500
This is to fund a range of investment in the Council's Leisure Services which will increase usage of the facilities and also reduce emissions through changes to boilers and other reduction measures	Environment & Resident Experience	LBH Borrowing	3,660	825	825	1,063	1,063	7,436
This is a continuation of the investment in Borough roads	Environment & Resident Experience	LBH Borrowing	(191)	(191)	2,860	6,733	6,733	15,944
This investment will enable Public Protection to replace life expired IT system and enhance the users experience	Environment & Resident Experience	LBH Borrowing	300	50	0	0	0	350
This is an increase in Active Life in Parks Budget	Environment & Resident Experience	LBH Borrowing	230	230	230	230	0	920
This is an increase in Park Asset Management Budget	Environment & Resident Experience	LBH Borrowing	200	200	200	200	0	800
This if fund ICT in Locality Hubs to enable users to access a range of services and experiences	Culture, Strategy & Engagement	LBH Borrowing	400	600	0	0	0	1,000
This is fund the ICT element of the proposed Leisure insourcing	Culture, Strategy & Engagement	LBH Borrowing	433	0	0	0	0	433
Laptop Replacement	Culture, Strategy & Engagement	LBH Borrowing	500	500	500	500	500	2,500
Libraries Hub ICT (Public Access)	Culture, Strategy & Engagement	LBH Borrowing	300	500	150	0	0	950

Description of Capital Bids	Directorate Area	Funding Source (LBH Borrowing, External, Self Financing borrowing)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	Total (£'000)
CCTV move and replacement of end of life infrastructure	Culture, Strategy & Engagement	LBH Borrowing	733	733	733	0	0	2,200
This is investment in a Corporate Data Platform to further inform our interactions with residents	Culture, Strategy & Engagement	LBH Borrowing	250	1,250	1,000	0	0	2,500
This investment is required to support Hybrid AV working between now and Civic Centre coming on line	Culture, Strategy & Engagement	LBH Borrowing	300	500	450	0	0	1,250
This investment is to supplement existing works at Bruce Castle Museum Condition Works	Culture, Strategy & Engagement	LBH Borrowing	450	450	0	0	0	900
The investment is to allow the Alexandra Palace Trust to implement measures statutory measures to counter terrorism	Culture, Strategy & Engagement	LBH Borrowing	496	182	363	0	0	1,041
The investment is to undertake health & safety works at Alexandra Palace	Culture, Strategy & Engagement	LBH Borrowing	798	286	293	0	0	1,377
This investment is to fund compliance works at the Alexandra Palace	Culture, Strategy & Engagement	LBH Borrowing	815	1,194	2,546	0	0	4,555
This investment is to allow Alexandra Palace to undertake investment to generate additional income. This will take the form of a loan to Alexandra Palace and will be subject to a satisfactory business case	Culture, Strategy & Engagement	Self Financing borrowing	1,437	1,628	1,128	0	0	4,193
This investment is to support the replacement of mobile devices that in turn supports mobile working	Culture, Strategy & Engagement	LBH Borrowing	175	250	225	0	0	650
This investment is to replace various ICT elements such as desktop AV and Screens in Offices	Culture, Strategy & Engagement	LBH Borrowing	150	150	150	0	0	450
			16,899	12,646	11,653	8,726	8,296	58,220

Appendix 6

Flexible Use of Capital Receipts

Flexible Use of Capital Receipts Strategy

1. The Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners”

2. The schedule of the proposed utilisation of the flexible capital receipts is detailed below. The list is made of both new and some previously agreed schemes, which are required to be reaffirmed as part of the Council’s budget setting process for financial year 2024/25.

3. **Proposals for the flexible use of capital receipts requiring agreement**

- a) Corporate Support to all improvement programmes: A range of corporate services are required to assist in the delivery of the many improvement programmes. This funding will allow dedicated support to be accessed for all programmes. The savings are embedded in the individual improvement programmes so are not accounted for here.
- b) London Construction Partnership (LCP) Framework: This funding and associated investment relates to additional income generated through the London Construction Programme (LCP), which is hosted by Haringey Council and managed by Strategic Procurement team. The purpose of the LCP is to establish collaborative contract vehicles in the construction sector (e.g. frameworks, dynamic purchasing systems (DPS) etc.) across London and recently extended to include the Home Counties.
- c) Counter Fraud: This funding is employing resources to undertake investigations under the proceeds of crime act (POCA).
- d) Service Change Fund (Redundancies): This budget is to fund the costs of statutory redundancy payments.
- e) Improvement to asset & energy management arrangements and accommodation strategy: The Council is working towards massively reducing its carbon footprint through improvement to existing assets and reducing the number of buildings that it operates from.
- f) Transition to Adulthood: This funding is targeted to deliver saving within Children and Leaving Care services as the children transition to adulthood.
- g) Demand Management in Adult social Care: This funding will continue the work to manage demand for high-cost placements in the adults and children’s care services through providing services earlier and in local settings.
- h) Continuing Health Care (CHC): Increasing income from recharges to health for Council support to residents with health needs.

- i) Children's Services Pause Project: To divert infants from entering the care system'
- j) New Change Framework: This budget will support in the council's overall cost reduction strategy whilst maintaining excellent services for residents and communities.
- k) Temporary Accommodation Reduction Project: This budget will support initiatives leading to a reduction in the use of temporary accommodation (TA) by the Council.

CIPFA's guidance requires that the impact on the Council's prudential indicators should be considered when preparing a Flexible Use of Capital Receipts Strategy. The indicators that will be impacted by this strategy are set out below:

- The Capital Financing Requirement will increase as these capital receipts would otherwise have financed capital expenditure or reduced borrowing.
- Financing costs as a percentage of the net revenue stream will rise as more borrowing is undertaken. It is expected that the savings generated by the schemes will offset the costs arising from the additional borrowing. Therefore, there is no likely impact on Council Tax.

The prudential indicators show that this strategy is affordable and will not impact on the Council's operational and authorised borrowing limits.

New proposals for the flexible use of capital receipts

Ref.	Title	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	Total (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	Total (£'000)
a	Corporate Support to all improvement programmes	763	671				1,434						0
b	London Construction Partnership Framework	310					310		-200	-200	-200	-200	-800
c	Counter fraud work	75					75	-100	-100	-100	-100	-100	-500
d	Service Change Fund (Redundancies)	2,000	2,000				4,000						0
e	Improvement to asset & energy management arrangements and Accommodation Strategy	800	800				1,600	(184)	(627)	(1,212)	(1,847)	(2,122)	-5,992
f	Transition to Adulthood	843					843	(673)	(1,825)	(2,602)	(3,326)	(4,546)	-12,972
g	Demand Management in Adult social Care	500	500				1,000						0
h	Continuing Health Care (CHC)	250					250	(1,200)	(2,400)	(3,600)	(4,800)	(6,000)	-18,000
i	Children's Services Pause Project	180					180	(501)	(501)	(501)	(501)	(501)	-2,505
j	New Change Framework	1,810	1,790				3,600						0
k	Temporary Accommodation Reduction Project	200	200				400						0
Grand Total		7,731	5,961	0	0	0	13,692	-2,658	-5,653	-8,215	-10,774	-13,469	-40,769

* The FUCR investment is required to make possible a number of savings initiatives reported in the service area savings narrative.

Budget Consultation Report

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1. Executive Summary

- This year, a total of 541 questionnaires were completed. 533 of these were completed through the council's online engagement platform, 6 were completed in hard copy and sent via post, and 2 organisational responses from FORE and The Library Campaign were received via email.
- Respondents were asked which proposals they supported and which they didn't. There was support shown for the need and principle of putting cost saving measures into the budget, moving away from the current leisure centre provider and for funding the Schools Streets programme. There was also support shown by some residents for adjusting library hours rather than have any closures, investing in social housing and new sites for modular provision and investment in health and social care in the borough. Other proposals which gained some support were the raise in council tax, removal of hard copy magazines in libraries and improving methods of enforcement in the borough.
- In contrast, there was concern shown by some respondents for amendments to the existing library service, particularly introducing self-service and reducing hours. There was also a lack of support from some for the ongoing refurbishment of the Civic Centre and the council taking leisure services in-house and investing in Pendarren house.
- Respondents were asked what the council should look to do in order to meet its budget challenge and save money, generate income or achieve better value. Suggestions included raising Council Tax, enforcement fees and charges. There were also suggestions to adapt the business model of libraries and start charging for certain services, with a number of respondents recommending a subscription fee. There were suggestions to think again about certain projects, use Haringey space for commercial reasons and bring in experts to advise on cost saving practices.

2. Consultation Process

2.1 Introduction

The budget proposals for **2024/2025** have been subject to a formal public consultation. This report sets out the findings from the Council's consultation on its budget for **2024/25** which also refreshes its Medium-Term Financial Strategy (MTFS) to cover the period up to 2028. This report presents the findings of this consultation to Cabinet, to inform the final decision on the Council's budget for **2024/2025**.

2.2 Technical Details & Method

The general consultation consisted of an online questionnaire published on: haringeybudget2024.commonplace.is together with a Budget Consultation Booklet which provided background information about the council's budget setting process and the financial challenges the council faces.

The consultation was widely promoted via the council's business e-newsletter, the council's website and social media and a subscriber launch email from the Haringey Engagement Hub. The consultation survey was open for responses between 14th December 2023 and 14th January 2024.

All responses to the consultation have been read in full by officers to identify the substantive matters raised in the comments received. The analysis of the responses sought to categorise matters raised in relation to the areas of the council's budget proposals. The aim of this report is to provide the council and the wider public with a summary of these matters raised.

The sections in this report cover:

- The responses to Q1 and 2 regarding the levels of support and lack of support for the proposals in the policy
- The responses to Q3, Q4 and Q5 regarding suggestions to gain better spend, gain savings or create income generation
- A summary of responses to Q6 covering equalities impact responses.
- A summary of Q7 covering any further comments on proposals
- A summary of Q8 covering suggestions for future engagement on Budget Consultations.

A complete set of responses are available for download on the [Budget Consultation project page](#) on the Haringey Engagement Hub.

2.2.1 Questionnaire Design

The questionnaire was developed to ascertain residents' views on the proposals put forward in the draft budget. In particular, the consultation invited views on the:

- Proposals which respondents supported and why.
- Proposals which respondents didn't support and why.
- Any proposals that respondents think we should consider which might save money, generate income or achieve better value from council spend.
- Comments outlining whether respondents thought individuals with protected characteristics may be impacted by proposals.
- Any other comments.

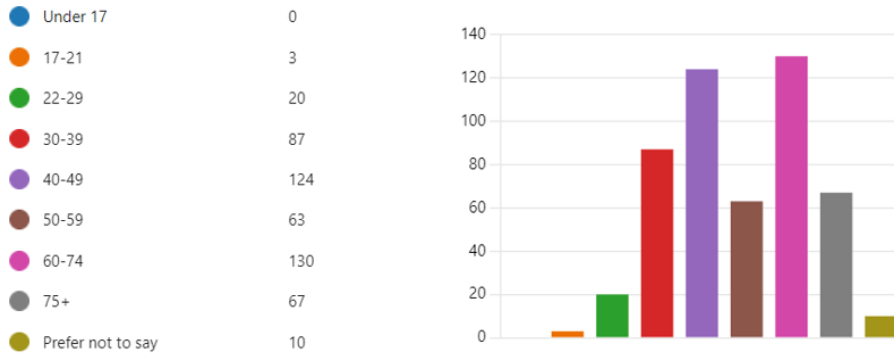
2.2.2 Questionnaire Analysis

A number of themes arose from the consultation. These are reported in greater detail where they were raised repeatedly by different respondents to the consultation. The number of respondents for other themes were too low to draw any clear conclusions.

3. Responses to the Consultation

3.1 Respondents Demographic Data

Age



The largest group of respondents who answered this question were aged between **60-74** (130 responses) and **40-49** (124 responses).

87 respondents selected **30-39**, while 67 individuals identified as **75+**. 63 respondents selected **50-59**, 20 selected **22-29** and 3 respondents selected **17-21**.

10 respondents preferred not to say.

Sex

Male	139
Female	345
Prefer not to say	25
Other	2



This question asked respondents which best describes their sex. 345 respondents identified as **Female** with 139 identifying as **Male**. 2 respondents selected **Other**.

25 respondents selected **Prefer not to say**.

Home ownership status

● Home owner/Occupier	418
● Landlord	3
● Private renter	56
● Social tenant	18
● On the housing register	4



This question asked respondents about their home ownership status. 418 respondents selected **Home Owner/Occupier**, 56 selected **Private Renter** 56. 18 respondents selected **Social Tenant** with 4 respondents selecting **On the housing register**. 3 respondents selected **Landlord**.

Gender Identity

● Yes	5
● No	412
● Prefer not to say	44



Trans is an umbrella term to describe people whose gender identity is not the same as, or does not sit comfortably with, the sex they were assigned at birth. This question asked whether respondents considered themselves to be trans. The vast majority of respondents (412) selected **No** with 44 respondents selecting **Prefer not to say**.

5 respondents selected **Yes**

Disability

● Yes	69
● No	385
● Prefer not to say	40

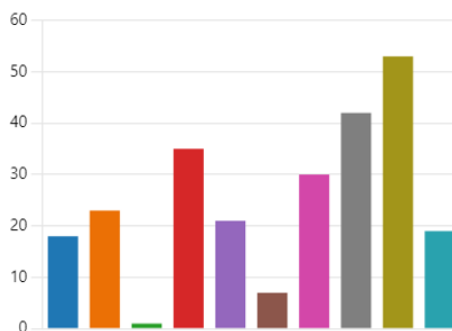


Under the Equality Act 2010, a person is considered to have a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

This question asked respondents to identify whether they have any disabilities or any long-term mental or physical conditions. As the graphs shows, the majority of respondents (385) stated that they **Do Not** have any disabilities. 69 respondents **did** consider themselves to have a disability.

40 respondents **preferred not to say**.

Visual Impairment	18
Physical Impairment	23
Deaf / British Sign Language User	1
Hearing impairment	35
Mental health / mental distress i...	21
Learning difficulties	7
Neurodiverse	30
Long term health condition / hi...	42
Prefer not to say	53
Other	19



From those respondents who identified a disability. 42 respondents live with a **Long term health condition**, 35 respondents had a **Hearing impairment**.

There were 30 respondents who identified as **Neurodiverse**, 23 indicated living with a **Physical impairment** and 21 indicated issues related to **Mental health or mental distress**.

18 respondents had a **Visual impairment**, 7 respondents stated they had learning difficulties and 1 respondent selected Deaf/British Sign Language user.

19 respondents selected **Other** and 53 **Preferred not to say**

Ethnicity

The majority of respondents to the Budget Consultation would describe themselves as being **White British** (276).

79 respondents selected **White – Any other background**. 13 respondents selected **White Irish** and 1 respondent selected **White Gypsy or Traveller** as their ethnicity.

There were 4 respondents described their background as **Black African** and 4 respondents who selected **Black Caribbean**. 1 respondent selected **Any other black background**.

There were 8 respondents described their ethnicity as **Asian (Indian)**, 3 respondent selected **Asian Chinese** and 3 described their ethnicity as **Asian Bangladeshi**. 3 respondents selected **Asian Pakistani** with 2 respondents selecting **Asian – Other**.

6 respondents selected **Other – any other ethnic background**. 3 respondents selected **Other – Turkish** and one respondent selected **Other - Arab**

National Identity

Respondents were asked, 'How would you describe your national identity?'

The majority of respondents to the Budget Consultation identify as being **British** (294) with 94 people identifying themselves as **English**. There were 20 respondents who selected **Irish**, 8 respondents who considered themselves as **Italian** and 7 respondents who selected **Welsh**.

6 respondents selected **American**, 5 respondents selected **Scottish**. 4 respondents who considered themselves as **German** and 3 respondents selected Turkish. 2 respondents selected **Bangladeshi, Columbian, Cypriot, Ghanaian, Spanish, American and Indian**.

The following countries were represented by 1 respondent each: **China, Eritrea, Jamaica, Poland and Somalia**

Language

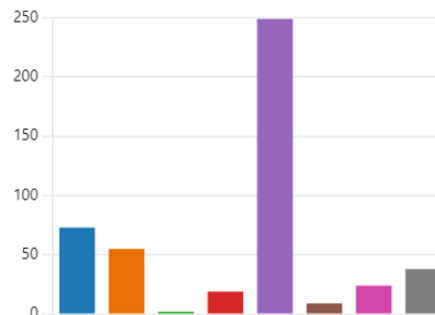
446 respondents selected their main language as English

10 respondents selected **French**, 8 selected **Spanish**, 5 selected **Italian** and 4 selected **German** and **Portuguese** respectively.

2 Respondents selected **Greek** and 1 selected Albanian. 7 Respondents selected **Other**.

Marriage and Civil Partnership

● Single	73
● Co-habiting	55
● Seperated	2
● Widowed	19
● Married	249
● Civil Partnership	9
● Divorced	24
● Prefer not to say	38



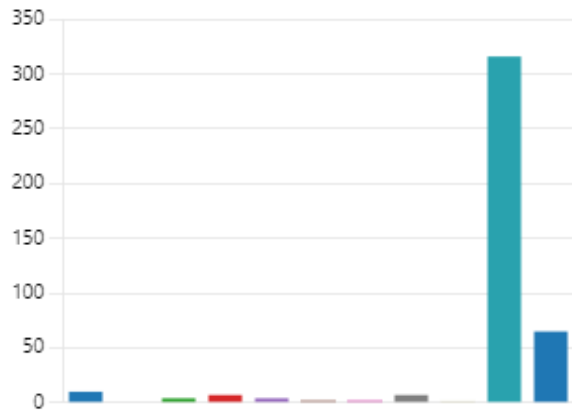
249 respondents selected **Married**, 73 as identified as **Single** and 55 respondents are **Co-habiting**.

24 respondents selected **Divorced**, 19 selected **widowed**, 9 selected in a **Civil Partnership** and 2 selected **Seperated**.

38 respondents selected **Prefer not to say**.

Socioeconomic Status

● Universal Credit	10
● Income-based Jobseeker's Allo...	0
● Working Tax Credit	4
● Child Tax Credit	7
● Pension Credit	4
● Housing Benefit	2
● Income-related Employment an...	2
● Council Tax Reduction Support	7
● Income support	1
● None of the abover	316
● Prefer not to say	65

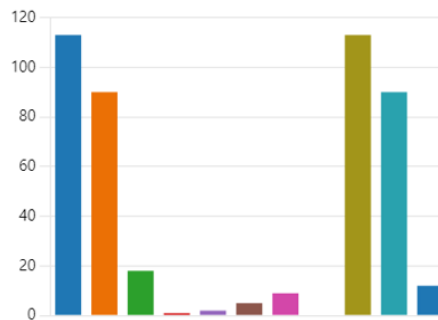


10 respondents selected Universal credit, 7 respondents selected that they receive **Council Tax Reduction Support**, 7 respondents selected **Child Tax Credit**, 4 selected **Working Tax Credit** and Pension Credit respectively.

2 respondents selected **Housing Benefit** and 2 respondents selected **Income-related Employment and Support Allowance (ESA)**. 1 respondent selected **Income Support**.

Religion or belief

● Atheist	113
● Christian	90
● Jewish	18
● Rastafarian	1
● Buddhist	2
● Hindu	5
● Muslim	9
● Sikh	0
● No religion	113
● Prefer not to say	90
● Other	12

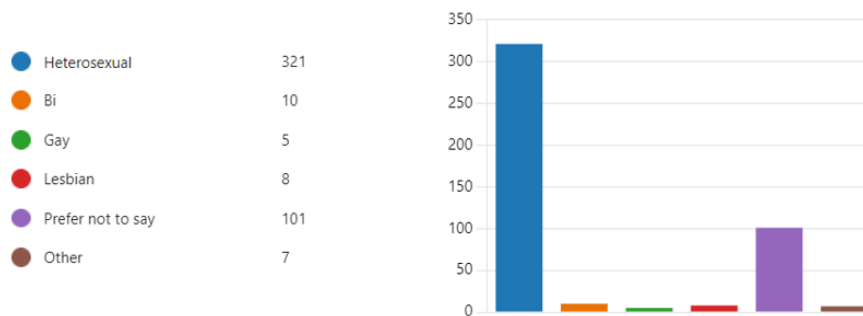


There were 113 respondents who selected **Atheist** and 113 who selected **No religion**

There were 90 respondents who selected **Christian**, 18 who selected **Jewish**, 9 who selected **Muslim** and 5 who selected **Hindu**. 2 respondents selected **Buddhist** and 1 respondent selected **Rastafarian**.

There were 90 respondents who selected **Prefer not to say** and 12 respondents who selected **Other**.

Sexual Orientation



Respondents were asked 'What best describes your sexual orientation?' The majority of respondents described themselves as **Heterosexual/Straight** (321), 10 respondents selected **Bisexual** and 8 selected **Lesbian**. 5 respondents selected **Gay**.

101 respondents selected **Prefer not to say** and 7 selected **Other**

4. Detailed Findings

4.1 Q1 – Which proposals do you support and why?

Budget Management

Residents recognised the tough decisions the council had to make for this year's budget and appreciated the council taking steps to prevent special measures being enforced by the Government.

Leisure Facility Management

18 residents supported the council ending its relationship with Fusion who were managing the leisure facilities within the borough and moving control of facilities in-house.

Hope was expressed that this would lead to lower costs, increased membership, and better maintained facilities.

Schools Streets programme

12 respondents supported the continuation of the School Streets programme. Those who responded thought it was vital for keeping children and families safe and reducing pollution-related illness.

Library hours

30 respondents supported adapting the borough's library service with the variation of opening hours to suit each libraries needs and maximise resources when footfall was highest, rather than have a closure of any individual libraries.

It was felt, in some instances, that the money required to maintain full service was better spent in areas such as health and social care. There was also support for allowing other services to use the library buildings after hours.

9 respondents supported the removal of hard copy newspapers and magazines with 3 mentioning PressReader as an alternative but also flagging that support may be needed for some to access this service.

Housing

2 respondents supported increasing the borough's social housing portfolio with 1 recognising the challenge of providing truly affordable housing.

4 people supported the proposal to identify new sites for modular lodge provision to house families when they first become homeless.

1 respondent supported the council's proposal to set rents for new council lets at 5% above the rent formula, in line with the rent standards.

Social Care

15 respondents supported proposals relating to adult social care in the borough.

1 respondent supported the new Transitions Service to provide support for young people with Special Education Needs and Disabilities (SEND).

Climate change initiatives

2 respondents supported the council investing in measures which will help support decarbonisation and achieve climate change targets during the ongoing climate emergency.

Raise in Council Tax.

There were 11 respondents who supported the proposal to increase council tax and to levy the 2% Adults Social Care Precept to provide an increased budget for the council to benefit residents.

Removal of hard copy magazines and newspapers in libraries

10 respondents supported the removal of hard copy magazines and newspapers. Reasons given included cost and environmental issues.

There was also support from some of the respondents for the use of PressReader as an alternative.

Enforcement, fines and charges.

6 residents supported enforcement and fines to deter illegal parking, Housing Act breaches and to prevent environmental crime. Some of these respondents put forward specific locations in the borough where they felt this was being overlooked.

There were also calls to increase the amount of speed cameras and for the council to base the amount charged for parking on the type and size of the vehicle in question.

There were recommendations to put money obtained back into highways improvements and the borough's Walking and Cycling Action Plan.

Healthcare

7 respondents supported the self-service sexual health facilities as respondents believe it's a proven model that relieves pressure on GPs and is cost effective.

There was also support from 9 respondents for the review into Mental Health Services, bringing them back in house and cut any unnecessary outsourcing costs. There was also support from 2 residents for increasing the 'Continuing Healthcare' funding.

Other

One individual cited support for Wood Green regeneration.

2 respondents supported investment in Pendarren House, with 1 of them commenting on the positive impact it had when they visited as a child. 1 respondent supported the loan to Alexandra Palace to continue offering cultural activities. 3 respondents showed support for the council making wider usage of its advertising space portfolio, subject to ensuring products advertised were appropriate.

4.2 Q2– Which proposals do you not support and why?

Changes to Library funding

378 respondents were concerned about reductions in resources for libraries in the borough. There were concerns that this would impact the worst off in society. Respondents also raised concerns that it inevitably would lead to the closure of certain smaller libraries.

There were various comments highlighting resident's pride in the existing library programme and detailing how important libraries are to the local community, with respondents explaining how Haringey's libraries have aided them and their families, particularly children. It was also stressed that libraries are used for much more than just obtaining books.

It was felt by many respondents that the libraries are particularly important when the cost of living is so high as they are a place where residents can not only have access to books and education but other facilities beneficial to residents. 46 respondents mentioned libraries importance as warm spaces. 29 respondents noted that the toilet facilities available were important and highlighted that in some cases, may be the only public bathroom available in the area.

There were concerns that cuts to the budget would result in reduced literacy and education for deprived populations and lead to poorer physical and mental health in the future. There were also concerns regarding the negative impact it may have on social mobility in the borough.

Some respondents questioned whether the council could have confidence in the saving amounts predicted. There were also concerns that, whilst there would be short term savings for library costs, the knock-on negative impacts would lead to larger costs for the council in areas such as social care and children's services.

There were also concerns over the decision to reduce costs following the expenditure of public money on the refurbishments of many libraries in the borough.

One group have advised they believe the social economic benefits are five times higher than the amount of Haringey's library budget. They also felt it should be considered that the library is already having to adapt its service to deal with cuts in other areas and adapt its support for residents due to ongoing issues such as extreme weather.

Reduction in library hours

There were 135 respondents who specifically cited a reduction in hours that libraries would be open as a negative. It was felt that, particularly as in winter, they provide a warm and safe space for people to use during the day. They are also viewed as a free and available venue to help people combat isolation and loneliness.

Other reasons given included that it would be unsuitable to have varied hours as residents had varied work patterns. Other concerns expressed were for library users with protected characteristics, who could only go at times that typically would not be busy.

3 respondents challenged the proposals to change library hours based on footfall patterns. It was also highlighted that some residents value less busy hours, for instance, older people, job-seekers, childminders and parents or carers of young children who may bring their children to libraries early in the morning when there was low footfall for groups and classes. It was also stressed by some that it was better for some children with special educational needs and disabilities to attend during these hours.

Self-service machines in libraries

39 respondents commented on their lack of support for self-service machines. People commented on how any reliance on self-service machines would impact their usage of libraries negatively, making them unwelcome and less safe. Concerns were flagged about the reliability of self-service machines where they are already installed and the need for librarians to support people to use them.

It was felt by many that the benefits of having trained librarians was being undervalued.

There were concerns about safety or the perception of safety if there were no librarians working. There were also concerns for anti-social behaviour and theft of stock to take place in this event.

Residents told how library staff are essential to assisting users and create a community link. It was felt by some that having a digital replacement for staff would have the same impact for residents as closing libraries.

3 respondents commented on the impact to the librarians who may lose jobs at a time where the cost of living is so high. Many respondents commented that they felt the introduction of updated IT and CCTV was not a valid replacement.

There were concerns raised by respondents about whether volunteers were suitable to fill in, describing how often librarians have to deal with complex issues including running literacy initiatives and community building events as well as signposting patrons to other services and these activities were not something a volunteer without full training and experience could deliver. There were also concerns raised about the likelihood of actually getting people to volunteer.

10 respondents referred to a neighbouring council who have tried, in their view, unsuccessfully to deliver a similar operating model. Some of the respondents reported that user numbers had dropped significantly.

Removals of newspapers in libraries

16 respondents raised concerns about the removal of hard copy newspapers, particularly without sufficient staff available to help people use PressReader. Some of these respondents commented that in doing this, the council were not being inclusive.

There were 3 respondents who expressed concerns about the PressReader service. 1 pointed out that it largely oriented to a US readership and does not provide for some of Haringey readers' most local papers.

Civic Centre refurbishment

2 respondents voiced concerns over the continued investment in the refurbishment of the Civic Centre particularly in the context of proposed changes to the library service.

Leisure Services

20 respondents voiced concerns over taking Haringey's leisure facilities in-house. Whilst it was generally recognised that Fusion had not delivered against expectations, concerns were cited about the costs associated with this proposal and the council's expertise to run leisure services in comparison with alternative specialist providers.

Several responses proposed that the council approach other third parties who had more experience to run it on their behalf and manage costs more effectively.

Other

1 respondent did not support investment in Pendarren house feeling that it is neglected and of low capital value. An alternative was proposed, namely, to use nearby facilities in Lee Valley.

3 respondents did not support an increase in the advertising space portfolio. 1 respondent proposed charging higher rates to advertisers as an alternative. Another respondent was concerned about digital advertising screens and whether they were more likely to appear in the east of the borough than the west.

4.3 Detailed Findings for Q3, Q4 and Q5

Q3 As we look to meet our budget challenge through the development of further proposals, are there any changes or proposals you think we should consider which might save money, generate income or achieve better value from council spend?

The council will need to identify additional savings or sources of income between now and February in order to achieve a balanced budget. As we look to develop further measures:

Q4 Are there any changes or proposals you think we should consider which might save money or achieve better value from council spend?

Q5 Are there any changes or proposals you think we should consider which might generate income?

Council Tax and other charges

There were calls from 24 residents to raise either Council Tax or other taxes such as those levied on businesses in the borough. The majority of suggestions were to raise council tax. There was one respondent who proposed higher charges for garden waste, particularly in the context of a subsidy for library services. Another respondent proposed higher charges for

leases to larger companies. 1 respondent proposed a revaluation of property and expansion of property bands to achieve a better balance of charges.

Enforcement, fines and fees

9 respondents proposed higher charges for parking. Some support was expressed for higher parking charges for larger vehicles such as SUVs. Other suggestions included fines for parking on pavement kerbs, the option to purchase an annual visitor parking permit and doing away with online permits on the basis they make the job more challenging for parking enforcement officers.

Some residents suggested higher fines for Low Traffic Neighbourhood scheme violations to both bring in income and ensure compliance. There were also requests for some to have more areas with tighter speed limits and enforcements. One respondent proposed higher permit charges for second and large vehicles in CPZs. Another expressed the view that all parking permits should cost more otherwise the council is subsidising car ownership.

Not all respondents adopted this stance with at least one respondent expressing the view that further expansion of LTNs and CPZs would be for income generation purposes.

5 respondents called for additional speed cameras in the borough with 3 of these naming specific locations.

There were also suggestions to add an additional levy on high streets.

4 respondents wished to see more enforcement against rogue landlords. These responses linked poor letting practices to abuse of tenants, poor property maintenance and illegally dumping rubbish such as old mattresses.

The council were also encouraged by respondents to increase vigilance and prosecutions for littering, fly tipping and unhygienic waste disposal.

Leisure Services

As seen in the responses provided to questions 1 and 2, there was support and a lack of support for bringing leisure services in-house. 2 residents supported the move, proposing charging for some leisure activities and seeking compensation from Fusion. 7 respondents thought there were financial benefits to be had by searching for another specialist provider rather than bringing it in-house. Some of the respondents had also expressed these views in questions 1 and 2.

Management of libraries (Selection of stock, subscription fees, paid events, reduction of hours)

Several ideas were raised about how to manage libraries in a manner that could save money. Ideas included having fee-raising activities and subscriptions.

Ideas also included rotating paid staff throughout the libraries, so each library has at least day a week with professional staffing. There were also suggestions to remove underused stock such as the DVD collection.

There were also suggestions to stop upgrading libraries and calls to rent out space in the library to commercial organisations to bring in income.

Some residents asked for fundraising and direct donations to libraries to be allowed.

Some proposals called on the council to develop further the working relationships with Library Friends groups to help work on proposals that will benefit the council and ultimately residents. There were also numerous suggestions to rent out space in the library to commercial organisations in order to bring in income.

There was also questioning whether certain costs like heating in the summer was necessary.

There were recommendations for charging to use the library. There were also suggestions to charge to host commercial events and partner with publishers for events.

Haringey People

5 respondents proposed ending the production and printing of Haringey People. 1 respondent thought that it was sufficient to have a digital version only. 1 respondent proposed a digital version with limited hard copies available in libraries. At least 4 further respondents proposed ceasing publishing a council magazine without citing the publication's exact title.

Staff and Outsourcing

Respondents expressed various concerns about the number of staff the council employ, particularly those not delivering frontline services and the rate of salaries in senior grades. 1 respondent was concerned about pay inequalities between differently grades. They felt there were cost savings to make by reducing the headcount at the council.

There were suggestions to manage council expenses by cutting printing costs, restricting mileage allowances, and having staff reductions to save money.

There were also suggestions to use fewer contractors and agency staff with concerns expressed about the quality of some contractors.

5 suggestions were made for the council to stop outsourcing tasks to consultancies. 1 respondent took the opposite view recognising that in some instances consultants can add temporary capacity where needed.

Property

A few respondents suggested the council use its portfolio of properties to bring in revenue via renting space or selling assets. There were also calls to get better solicitors to help the council in contract negotiations, particularly when selling properties.

There were calls for the council to ensure they got the best price when selling property. There was also the suggestion to sell naming rights of property to corporations.

Housing

There were suggestions to ensure all social housing was occupied with tenants. Some residents thought that social tenants should be encouraged to maintain their properties rather than the council paying for it.

There was also a suggestion to obtain agreements from developers to allow the council to use any unoccupied premises for council business.

Some respondents expressed concern regarding loss of income where council properties are illegally sub-let or where properties are standing empty.

Music events

5 respondents encouraged the council to charge higher fees to host music events in Finsbury Park. 1 of those respondents disliked the events but felt that in the current financial context the council should earn more from such events. A further respondent supported the cessation of such events altogether on the basis of noise and littering nuisance.

Other

One proposal was to stop projects which did not lead, in the respondent's view, to significant benefit to residents and could be deemed as superficial. Other respondents asked for the council to invest in the arts and to work with the GLA more.

There was also a request to bring in experts to advise the council on where to save money.

1 respondent proposed it would be better value for residents to re-allocate the whole budget for carbon management to other areas of the Planning & Building Standards budget.

Proposals of areas in which to stop investment included road safety measures, floodlight provision for tennis courts and the ongoing scheme to resurface Parkland Walk.

The value for money of the current waste services contract was questioned.

Some respondents mentioned the benefits of investing in SEN children and their families, and the long-term reduction this measure would have on adult social care resources. There were also calls for investment in cycle lanes and the benefits for residents who wouldn't need to pay for public transportation.

There was also a recommendation from a respondent to remove phone boxes from the areas the vandalism that may take place to them had knock on effects in the community.

4.4 Q6 Equalities Impact

The council has a responsibility, under the Equality Act 2010, to consider whether our proposals disproportionately impact any groups of residents who share a protected characteristic. (Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation) Please tell us if you feel that any of our proposals will have a bigger, negative, impact on a specific group of or groups of residents or a bigger positive impact.

It was highlighted that leisure and fitness centres and libraries are used by elderly residents not only for fitness and information centres, but also for socialising so they could be negatively impacted if the council are not equipped to bring the facilities in house.

The lack of available toilets if library hours are shortened will also negatively impact older people and potentially pregnant people.

Some respondents commented that the proposed budget cuts will disproportionately impact those who are more vulnerable to social isolation and those who are economically disadvantaged.

It was suggested that those with learning difficulties may find it difficult to use an online service to read a paper, or use a self-issue/return machine, the same with people from an older generation.

There were concerns about the budget proposals negatively impacting:

- Older residents
- Disabled residents
- Those with special needs
- Those who are economically disadvantaged
- Children and Young people
- Ethnic minority groups and those for whom English isn't their first language.
- Parents of young children
- Pregnant women

4.5 Q7 Other Comments

Do you have any other comments on our proposed budget for 2024/25?

A number of respondents used this section to reaffirm concerns about reduction of library budget and proposals to vary hours along with moving to self-service machines. 1 respondent said that PressReader was hard for them to use.

There were also calls for more funding for leisure centres along with requests to better maintain parks and trees in the borough.

4.6 Q8 Suggestions for Future Budget Consultation Engagement

We want to continue to find new and engaging ways to give residents a genuine opportunity to offer informed views on future budget proposals, in line with the Haringey Deal. Please let us know any suggestions you have for how we can do this in the future.

There were a number of ways residents suggested engaging with them. These suggestions are listed below:

- Emailing newsletters
- Asking Councillors to directly communicate with residents
- Advertise consultations wider including in local press
- Asking businesses to contribute
- Create an app to give people up to date information
- Place surveys on Haringey Council website front page
- Complete door knocking exercises
- Put posters in the community
- Have longer consultations

- Engage more with community groups
- Ensure all consultations are easy read
- Put more information in Haringey People
- A longer consultation period
- Hold a Citizens Assembly
- Hold Town hall style events
- Hold at a more suitable time of the year

Overview & Scrutiny Committee (Corporate, CS&E and E&RE)					
Ref	MTFS Proposal	Further info requested by the Panel (if appropriate)	Comments/Recommendation	Cabinet Response Req'd (Yes/No)	Cabinet to agree not agree/partially agree recommendation
<u>General Issues</u>					
Recommendation 1 Culture, Strategy & Engagement	2023/24 Outturn Position & 2024/25 Budget Position	None	Noting the particular budget pressures relating to Digital and IT services and that this was exacerbated by the higher levels of insourced services in recent years, the Panel recommended that all knock-on costs associated with insourcing should be budgeted for over the longer-term at the time when that decision is made.	Yes response to be added below	Agree
Cabinet Response to Recommendation 1	The Cabinet agrees and it should be noted that the MTFS makes provision for such costs in preparation for the Leisure Management insourcing, for example.				
Recommendation 2 Culture, Strategy & Engagement	2023/24 Outturn Position & 2024/25 Budget Position	Noting that the budget pressures relating to Digital and IT services also included factors such as the exchange rate, general inflation, licences/contracts and hardware (in addition to insourcing costs as above),	The Committee noted the response to this but considered that this was a high spend area of the council and continued to request that the Overview and Scrutiny Committee receive a report on the causes of increasing contract costs in a consolidated report.	Yes response to be added below	Agreed

the Panel requested a breakdown of these costs.

Response: The £0.23m projected budget pressure in Digital Services reported at Q2 comprised contract pressures of £0.33m offset by an underspend on staffing of £0.10m. The projected contract pressure is based primarily on additional costs being incurred on in-year contract renewals with suppliers raising prices to account for inflation and exchange rate movements. Movement of Digital contract inflation is tracked within the Service with pressures reported as part of the budget monitoring process and forecasted into future financial years to aid budget monitoring and financial planning. The process used to track and report inflation involves complex formulas and calculations which track contracts over multiple years of indexation linked to

contract regulations and fiscal movement. This makes it difficult to break the causes of increasing contract costs down into a consolidated report in the way requested by the Committee.

Cabinet Response to Recommendation 2

The original period 6 position reported by Digital services has subsequently changed. The original £0.5m pressure was based on a projection for inflation on contracts and actuals incurred up to period 6 and has been reprofiled to project a year end position and pressure of £0.2m taking account of council-wide provision for contract inflation and costs. The service is managing staffing vacancies to offset this pressure and will seek to conclude the year with a balanced budget.

Further to the previous response, of the £0.5m reported at period 6, £300k of it was increased contract costs. The projected contract pressure is a combination of actual increased costs where contracts have been renewed and estimates based on predictions of those to be renewed later in the year. We cannot easily differentiate in this between inflation and exchange rates.

E.g. an overseas supplier prices in pounds and may include a combination of exchange costs and inflation pricing to determine their final price. Examples of this are AWS – Amazon Web services and SAP (our financial and HR management system). Or a US reseller pricing in £'s against the \$ such as our Core Enterprise agreement and Security (the Council's Firewall).

A core enterprise agreement is a commercial business agreement usually covering licenses and support for the core operating systems such as Microsoft used by the Council. A single vendor may have multiple types of licences to permit access to different resources, functionality, and services.

We can however break down the £300k increased contract cost into the following categories and applications:

The major contributing factors were increased costs of the Core Enterprise agreement - Circa £129k, related to Microsoft licence, costs and use. In addition:

Firewall Costs * Council Security	£28k
Sonus Voice appliance support	£4k
Off Site Backup and storage	£4k

IT Managed service Contracts for Maintenance (Managed on behalf of Services) - £50k increased contract costs:

AutoCAD	£10k
Carevision	£1k
Adobe	£1k
Cipfa (FinanceMgt)	£0.6k
Express (Elections)	£3.6k
Home Finder	£2.4k
Modern .gov	£1.2k
MitreFinch (access mgt)	£1.4k
Redbox (Recording)	£2k
Wax (e-procurement)	£5.6k
Visual Files (Legal)	£1.2k
View City	£3k
Misc Small Contracts	£16k

IT Managed Services - £86k increased contract costs:

Rev and Ben (Iworld) –	£20k
Parking	£5k
Web Hosting	£14k
SAP	£47k

Officers from Strategic Procurement, Finance and Digital services could meet with members to provide a more informed briefing as to how contracts are managed across the Council; of which digital services have approx. 300 contracts.

MTFS Savings Tracker

<p>Recommendation 3 PL20/9</p>	<p>Full cost recovery of matchday cleansing service</p>	<p>None</p>	<p>The Committee considered the use of Council taxpayers funds to meet the costs of matchday cleansing services to be unacceptable and recommended that the Council continues to urgent pursue negotiations with Tottenham Hotspur Football Club to secure full cost recovery of all matchday cleansing service,</p>	<p>Yes – response to be added below</p>	<p>Agreed</p>
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			including recovery of funds retrospectively for costs incurred in previous years since the opening of the new stadium.		
Cabinet Response to Recommendation 3	For all major football and non football events, THFC undertakes an element of its own cleansing activities within the immediate surrounding areas. The level of resource provided by THFC is currently under discussion as the Council is still providing cleansing resources over and above cleansing carried out by THFC to ensure the area around the stadium is cleansed to an acceptable level of cleanliness pre, during and post matches.				
Recommendation 4 N/A	Digital Together	None.	The Committee noted that this proposal involved a substantive sum of money but that over 90% of the savings in 2023/24 had not yet been achieved. The Committee further noted that the savings needed to be achieved on a cross-cutting basis with all service departments adopting more efficient systems and processes. The Committee recommended that the Cabinet explain how each service department will be engaging with this proposal in order to achieve the savings over the MTFS period.	Yes Response to be added below	Agreed
Cabinet Response to Recommendation 4	The Council has struggled to make this saving historically for a number of reasons – a lack of a pipeline of automation ideas and projects, a lack of the requisite skills in-house to develop new systems and processes, and a lack of an incentive for service departments to offer up processes to create the pipeline in the first place. The first has begun to be created as a result of Budget Fortnight. An initial team has been created to address the second and the restructure underway in Digital Services will build sufficient capacity for the longer-term. A proposal will be brought forward for how the savings can be achieved over the period with all service departments incentivised to play their part, following engagement with services and senior management.				

Children and Young People's Panel – Children's Services					
Ref	MTFS Proposal	Further info requested by the Panel (if appropriate)	Comments/Recommendation	Cabinet Response Req'd (Yes/No)	Agreed/ Not Agreed/ Partially agreed
Recommendation 5		None	<p>The Panel was concerned about the budget gap of £16.4M reported in the draft MTFS and the fact that no further information is available at this stage on where further savings will be coming from.</p> <p>The Panel seeks assurances from Cabinet that it will seek to protect key non statutory services within Children's Services from any further cuts.</p>	Yes – response to be added below	Agreed
Cabinet Response to Recommendation 5	Children's services always works within the council to ensure that we continue providing services within the budget envelope. At the time of writing, members will know that the proposed 2024/25 Budget is balanced, however there				

	are still significant financial challenges ahead therefore no part of the council can be protected through our continued drive to reduce down costs.
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Adults & Health Scrutiny Panel					
Ref	MTFS Proposal	Further info requested by the Panel (if appropriate)	Comments/Recommendation	Cabinet Response Req'd (Yes/No)	Agreed/ Not Agreed/Partially agreed
<u>General Issues</u>					
Recommendation 6 N/A		None	The Panel seeks assurances from Cabinet that the pressures on the Adult Social Care budget would not impact negatively on the quality of care as new contracts were negotiated.	Yes response to be added below	Agreed

Cabinet Response to Recommendation 6	Haringey is committed to paying sustainable fee rates and fee rates are negotiated on this basis. Haringey's recently launched adult social care Quality Assurance and Contract Monitoring Framework will ensure regular contract monitoring and quality assurance and on-site provider visits. This will enable a more proactive approach to addressing and resolving contractual performance and quality assurance issues.
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Housing, Planning and Development Scrutiny Panel					
Ref	MTFS Proposal	Further info requested if appropriate)	Comments/Recommendation	Cabinet Response Req'd (Yes/No)	Agreed / Not Agreed/ Partially Agreed
<u>Request for Additional Investment</u>					
Recommendation 7	Additional investment in landscaping and green space maintenance on new build developments	<p>The Panel request clarification about whether additional funding for maintaining communal green spaces in our new housing developments could come out of the HRA, rather than the revenue budget, which is facing significant pressures.</p> <p>Response: The HRA is the revenue budget for Housing. Additional landscaping works would come out of the HRA budget, rather than the GF revenue budget.</p>	<p>The Panel welcomes the standard of landscaping and green space provision that has been put in place for our new build housing developments.</p> <p>The Panel would like to see additional investment put into maintaining the high standard of landscaping, so that it does not fall into disrepair or become overgrown. Given the amount of investment the Council has put into its housebuilding programme, maintaining the surrounding green spaces is an important part of their upkeep and ensuring those sites are attractive.</p> <p>Consideration should be given to securing additional resources to undertake additional maintenance of communal green spaces on new developments, including cutting back overgrown foliage, weeding and maintaining flower beds.</p>	Yes – cabinet Response to be added below	Partially Agreed

Cabinet Response to Recommendation 7	The Council is currently reviewing its arrangements for the management of new build housing. Maintaining the high quality green spaces that have been developed will be an important consideration in new arrangements moving forwards. However, given the incredibly constrained environment the HRA is operating in, there is unlikely to be additional funding committed in this area.
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Climate, Community Safety and Culture Scrutiny Panel					
Ref	MTFS Proposal	Further info requested if appropriate	Comments/Recommendation	Cabinet Response Req'd (Yes/No)	Agreed Not Agreed Partially Agreed
<u>New Savings Proposals</u>					
Recommendation 8 CSE24_SAV_003	The proposal is to stop providing hard copy newspapers and magazines in libraries. Newspapers and magazines are now available on Pressreader which provides thousands of newspapers and	None	Given the impact the proposed savings would have on elderly citizens and citizens accessing papers in community languages together with the social benefits that this provision of hard copy newspapers provided, the Panel recommended that this saving not be taken forward.	Yes – Cabinet Response to be added below	Partially Agreed

	<p>magazines from around the globe. Many library services that stopped newspapers and magazines during COVID lockdown have not reintroduced them.</p>				
<p>Cabinet Response to Recommendation 8</p>	<p>We will seek to identify a limited number of hard copy titles that can be retained within existing resources, based on usage.</p> <p>It is worth noting that Press Reader enables residents to read many more titles, including those from around the world, than we would ever be able to stock in hard copy, and this is particularly valuable for residents for whom English is not their first language.</p>				
<p>Recommendation 9 CSE24_SAV_001</p>	<p>The use of our libraries varies from one branch to another at different time of the day. Based on footfall analysis we know that library use is typically lowest in mornings. Young people in particular have a need for study space in the evenings and libraries are ideal as a free and safe community space. We want to look at varying the opening hours of our libraries to times when they are</p>	<p>None.</p>	<p>The Panel would like Cabinet to reconsider this saving. The Panel would not like to see any reduction in Library opening hours and the net saving found from elsewhere.</p>	<p>Yes</p>	<p>Not agreed</p>

most heavily used, which could include later in the evenings, allowing us to allocate resources in a more targeted way. Library buildings and facilities could be made available to other services even when the library service itself is not operating e.g., Community Hub teams and VCS organisations. The proposed saving is based on reviewing hours at the six branch libraries with a mixture of mornings and afternoons opening times based on demand and demographics, to ensure libraries remain accessible to all. The service is currently carrying some vacancies and agency cover which will reduce the need for any proposed redundancies. No library building would be closed.

Response to Recommendation 9	<p>Cabinet recognises the value that libraries have for our communities, however the scale of the financial challenge we face reduces our options. Significant savings are already being found in other services as well, and we have to ensure we can meet our statutory obligations, including those to the most vulnerable, as well as set a balanced budget.</p> <p>We have already started engaging with Friends of Libraries groups on behalf of local users on the options and will be discussing detailed proposals on the changes to opening hours for each library with them.</p>				
Recommendation 10 CSE24_SAV_001	As above		<p>If library opening hours were reduced, the Cabinet should give assurance that it intended to engage robustly with schools, early years users, and local groups to explore options on how to keep Library buildings open at the appropriate times for these users. Also, to provide more information on ‘wrap around’ services that could be provided in Library buildings from other council services outside of the Library opening times.</p> <p>The Cabinet response should also indicate if the service had considered other ways to generate income into libraries by potentially looking at hiring out spaces before putting this saving forward.</p>	Yes, to be set out below	Agreed

Cabinet Response to Recommendation 10	<p>We have already started engaging with Friends of Libraries groups on behalf of local users on the options and will be discussing detailed proposals on the changes to opening hours for each library with them.</p> <p>The proposal to develop Community Hubs elsewhere in the final MTFS report presents opportunities for other services to be delivered from library buildings, including advice services, preventative outreach services and early years.</p> <p>The Library service already has an income target of more than £400k a year, which it has historically struggled to achieve, even before Covid-19. This year we are closer to achieving it than in any previous year, thanks to the significant efforts by staff and the capital investment into branches to improve accessibility and lettings.</p> <p>We will continue to work on income generation as a priority and as part of the proposed new libraries strategy.</p>				
Recommendation 11 CSE24_SAV_001			<p>The Overview and Scrutiny Committee recognise the need to make savings to balance the budget and that there are not easy savings to make and not making this associated saving will have an impact on other areas of the budget. Assurance is sought from Cabinet on measures to mitigate impact of reduced library hours on service users including that, individually, the libraries remain open at times of the highest usage and each library is assessed, on a case by case basis, to understand what this peak user time is. Also ensuring that the library opening times are compiled in a way that allows a user to use a library</p>	Yes to be set out below	Agreed

			that is in reasonable close reach, if one local library is not open when they need to use it.		
Cabinet Response to Recommendation 11	<p>We have already started engaging with Friends of Libraries groups on behalf of local users on the options and will be discussing detailed proposals on the changes to opening hours for each library with them.</p> <p>We will be looking at usage and footfall data to ensure we keep libraries open at the times of highest usage.</p> <p>We are exploring a neighbourhood cluster approach that will maximise the availability of library opening hours within reasonable reach even if the most local library is not open when a resident wants to use it.</p>				
Ref	MTFS Proposal	Further info requested if appropriate	Comments/Recommendation	Cabinet Response Req'd (Yes/No)	<u>Agreed/</u> <u>Not Agreed</u> <u>Partially Agreed</u>
<u>Format of budget scrutiny papers</u>					
Recommendation 12	N/A	None	<p>The Committee welcomed the updated format of the budget scrutiny papers and requested the following updates for future years:</p> <ul style="list-style-type: none"> a) A short piece of introductory text for each table (in the main report) to explain how they related to one another. b) Additional explanatory text on the capital budget appendix, including the 	Yes to be set out below	Agreed

		<p>In the budget compilation exercise, there had been an assessment of capital schemes that: had a risk of not being self-financing and</p>	<p>impact on the revenue budget in terms of interest incurred.</p> <p>c) Additional discussions between the Assistant Director for Finance and the Chair of the Housing, Planning & Development Scrutiny Panel on the format of appendices and reports for this Panel.</p> <p>d) Concerning the agreed capital expenditure programme, where there are mixed sources of funding supporting a scheme, this should be set out more fully and in more detail.</p> <p>e) Reductions in the Capital Programme should be set out separately in a tabular format, rather than being embedded in the MTFS report. The table should include brief information on the individual scheme and the impact it has on the Council's aims and ambitions. The table should further indicate</p>			
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		<p>those which were not deemed essential, and projects that could be re-profiled, resulting in £400m reduction in borrowing for capital that could in future years impact on the General Fund and have revenue implications. Information on this was embedded in the MTFS report</p>	<p>whether the decision involves a reduction in the scope of a particular program with figures included or whether this is a capital scheme that has been discontinued; making clear whether it was a particular line that was in the capital budget in the previous year and has now been deleted.</p>			
<p>Cabinet Response to Recommendation 12</p>	<p>It is recognised that the MTFS is by its nature a complex paper describing a huge range of financial planning changes made necessary by national and local developments. Officers continually strive to make the report as understandable and comprehensive as they can supplemented by appropriate briefings. Officers have sort to address useful feedback from Overview and Scrutiny in this and previous cycles and will do so again in the production of next years report.</p>					

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1. Introduction

1.1. Purpose of report

This report considers the implications of the proposals in the **2024-25 Budget and 2024-2029 Medium Term Financial Strategy** (MTFS) report on people who share the protected characteristics as defined in the Equality Act 2010.

Where relevant, service areas have carried out EqlAs for each individual MTFS proposal. This report considers the impacts of the proposals, including the ways in which any negative impacts might be minimised or avoided. In addition, this report considers the wider context internal and external to Haringey Council in terms of potential equalities impact.

1.2. Public Sector Equality Duty

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share the protected characteristics and those who do not
- Foster good relations between people who share the protected characteristics and those who do not

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. These are sometimes referred to as the three aims or arms of the general equality duty.

Further information about the process for assessing the equalities implications for decisions taken by Haringey Council is available on the [Haringey website](#).

1.3. Equalities profile of Haringey

According to the 2021 census, which is at this point in time our most reliable source of socio-demographic data, the total population of the borough is 264,238.

In terms of equality, demographics break down as follows:

Sex:

- There is a relatively equal split by sex in Haringey, just over half of the population is female (51.8%), in line with England and London.

Age:

- Haringey has a relatively young population with just under a quarter of the population under the age of 20.
- 89% of the population is aged under 65 (88% London; 81% England).

Ethnicity:

- In 2021, Haringey's population of 264,238 comprised 150,581 (57%) White, 23,080 (8.7%) Asian, 46,466 (17.6%) Black, 18,556 (7%) Mixed or multiple ethnicities and 25,555 (9.7%) Other ethnic groups
- Black, Asian, Mixed and Other ethnicities made up almost half (43%) the total of Haringey's population in 2021, ranking it the 24th most diverse local authority in the country (19th highest in London).
- The largest growth in population over the decade was in Other ethnic group which more than doubled by 13,500 (4.9%), increasing its share from 4.7% in 2011 to 9.7% in 2021. Mixed or multiple ethnicities also recorded a nominal increase of 0.5%.

Religion:

- Almost two-fifths (39.3%, 103,944) of people in Haringey reported their religion as Christian. There were 33,295 Muslims (12.6%), 9,397 Jewish (3.6%), 3,529, Hindus (1.3%), and 6,164 (2.3%) who reported another religion. Almost a third (31.6%, 83,535) of people stated no religion and 21,027 people (8%) chose not to answer.
- Haringey's Jewish population (3.6%) is more than double London's (1.7%)

Disability:

- In 2021, in Haringey, the proportion of disabled people was 16.6%, slightly above that for London (15.6%) and just below England & Wales (17.8%)
- Haringey has the 12th highest percentage of disabled residents in London (16.6%) and the 10th highest percentage of residents whose day-to-day activities are limited a lot (7.9%)

Marital Status and Civil Partnership:

- The number of people in marriage or civil partnerships (72,881, 33.7%) has remained largely unchanged (0.1% decrease) since 2011. Those reported as separated, but still legally married or still legally in a civil partnership fell slightly by 1.2% from 8,066 in 2011 to 6,035 in 2021. Divorced or civil partnership dissolved and widowed or surviving civil partnership partner comprise 8.2% and 3.5% respectively

Sexual Orientation:

- 12,167 (5.6%) people identified with an LGB+ orientation ("Gay or Lesbian", "Bisexual" or "Other sexual orientation"); 5,912 people (2.7%), 4,503 (2.1%) and 1,752 (0.8%) respectively, all with higher percentages than both London and England & Wales

Gender reassignment:

- A total of 1,377 people (0.6%) answered "No", indicating that their gender identity was different from their sex registered at birth. Within this group:
 - 389 (0.2%) identified as a trans man
 - 383 (0.2%) identified as a trans woman
 - 537 (0.2%) identified as another gender identity

2. Equalities context in Haringey

The impact of the budget proposals on equalities should be seen within the context of residents' lives in Haringey. Longstanding inequalities persist in Haringey as they do nationally and globally. In recent years global events, like the COVID-19 pandemic, inflation and war have impacted on people living in the borough by perpetuating health and economic inequalities and driving community tensions and hate crime.

The primary equality challenge in the last year has been the impact of the cost-of-living crisis on residents. The cost-of-living crisis has compounded economic disadvantage, which often interacts with lack of equal opportunities and discrimination faced by individuals with protected characteristics, notably for disabled people, young people from lower socioeconomic backgrounds, and Black, Asian and minority ethnic residents more likely to live in our more deprived wards and experience employment gaps.

The cost-of-living crisis followed on from the economic fallout from COVID-19, which saw the number of jobseekers in the borough more than double. 6.8% of residents aged 16+ were claiming unemployment-related benefits in Haringey in December 2023, i.e. 13,000 people. The third highest rate in London. 19.9% of residents aged 16-65 were claiming Universal Credit in Haringey in Aug 2023, i.e. close to 38,000 people.

Haringey workers and residents tend to earn less than average; median hourly pay among Haringey workers is below statistical neighbour and London rates, while the proportion of residents earning below the London Living Wage is higher.

Haringey has a higher than average number and rate of children living in poverty. Children in the east of the borough are substantially more likely to be affected by income deprivation than those in the west.

Haringey is the 4th most deprived borough in London, with deprivation more concentrated in the north east. Relative deprivation has reduced since 2015, though Haringey's London ranking has not shifted significantly.

There are significant gaps in healthy life expectancy according to relative socioeconomic deprivation in Haringey: the gap in healthy years of life between richest and poorest deciles is 15 years for men and 17 years for women.

3. Budget Setting Context

3.1. Context for the Budget/MTFS

The proposals in this budget have been developed against a backdrop of budget pressures for councils across the country, with significant national scrutiny now being given to the pressures created for councils by social care and temporary accommodation demand. Whilst inflation is lower than this time last year, residents and businesses and the council have seen significant increases in costs because of the cost-of-living crisis and price increases from suppliers in the last two years.

The council recognises that this is a challenging time for our residents, businesses and communities and this budget has been developed in this context, seeking to achieve the best possible outcomes with the limited resources available to us.

Given the significant financial challenge we face as a council, this budget presents difficult decisions which may have potential negative impacts on individuals with protected characteristics. Where negative impacts are likely, EQIAs will be developed in line with the proposal and mitigating actions will be taken.

3.2. Council Tax

- A 2.99% increase in Council Tax in 2024/25 after which it reduces to 1.99% across the MTFS period.
- A 2% increase in ASC Precept for 2024/25 after which it is assumed to discontinue.

The Council Tax Reduction Scheme will provide financial assistance with Council Tax bills for residents who are on a low income or less able to pay.

3.3. HRA: Social Housing rents

Rents in existing homes 7.7% (September 2023 CPI 6.7% + 1%), compared with last year where government capped at 7%.

New rents will be subject to the formula rent and the 5% flexibility allowed (but not where commitments are in place as set out in the landlord offer on Broadwater Farm and High Road West or those at London Affordable Rent).

Service charges are charged to recover the cost of the service. Most increases in service charges are below 10%. Service charges are covered by housing benefit and Universal Credit, so any tenant in receipt of these benefits will have these costs covered.

3.4. Tackling inequality

Haringey Council's Corporate Delivery Plan 2022/23 and 2023/24 commits the council to tackling inequalities as a central objective in everything we do.

This is about recognising that:

- we need to use the levers available to us to reduce poverty and economic inequality in the borough and mitigate its worst impacts.
- some groups of residents experience unacceptable structural inequalities related to their protected characteristics and circumstances.
- as we respond to the climate emergency, we understand that there are some residents and communities who will need to be supported to secure a just transition to net zero – and who will be more affected by the impacts of climate change
- social inequalities drive the unacceptable health inequalities which have been all too starkly thrown into relief in the last two years.

The objective of reducing inequality needs to influence how we work with all our communities, target our resources, support and develop our workforce, design our services, and mobilise around key issues.

In this Budget/MTFS the council has sought to promote equality by meeting increased cost pressures in adult social care, children's social care and temporary accommodation caused by inflation to ensure we continue to support our most vulnerable residents and meet our statutory obligations, bringing our leisure services in-house to deliver a range of health and wellbeing benefits for residents and continued investment in capital projects that bring a range of social and economic benefits.

Key investments in the capital programme with equalities implications

- Investment in the schools estate
- Investment in Pendarren House so that more Haringey children can enjoy a stay there

- Investment in ICT for Community Hubs to enable users to access a range of services, likely to benefit those digitally excluded including older residents, disabled people and those of lower socioeconomic status
- Investment in the Active Life in Parks budget to bring a range of health and wellbeing benefits to residents
- Investment in street lighting and the borough's roads with benefits for improved safety and accessibility

4. Assessing impact of MTFS proposals on equalities

The table below shows the detail of all of the MTFS policy proposals, noting where the requirement for a full Equalities Impact Assessment has been identified and, where potential equalities implications are anticipated, a summary of the findings.

Adults, Health and Communities

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
Inflation increases in adults social care costs – This proposal reflected the impact of inflationary increases in adults social care costs as well as the increased cost of children transitioning to Adults Social Care services (£16.3m 24/25).	An EQIA is not required.	This growth proposal is to account for the increased costs of care. This additional investment allows for those needing adult social care, including disabled adults, to receive appropriate care according to need.	No negative impacts are anticipated.	None.
The demand for temporary accommodation (TA) has also increased along with an increase in inflationary pressure in this area (£3.0m 24/25).	An EQIA is not required.	This growth proposal allows us to meet increased costs for TA – supporting residents who are experiencing homelessness. 40% of residents accepted as statutory homeless are Black, while 25% of youth homeless are LGBT, an overrepresentation compared to the wider borough population. Nearly two thirds of households living in temporary	No negative impacts are anticipated	None

		accommodation are Black, Asian or from another minority ethnic group. This proposal is thus more likely to have positive equalities implications for individuals from Black and minority ethnic groups and LGBTQ+ individuals.		
Community Alarms – Unfunded Service. Assistive Technology provides significant opportunities to support and enable residents to live independently and safely in their own homes, undertaking key tasks, reminders and calling for assistance in an emergency. The cost of the service has exponentially grown and in addition the Analogue to Digital impact has led to an average 250% increase in equipment costs. This proposal seeks to outsource the 24hr part of the service and realign and redesign remaining functions to the localities model, as well as developing the AT development capability. It is anticipated that whilst this will mitigate a significant proportion of the costs there will remain a deficit and also does not allow us to develop and deploy the Assistive Technology opportunities. There are considerable avoidable costs opportunities in regards to AT being deployed alongside the improved outcomes.	Full EQIA will be required for Service and Staffing and will be subject to consultation following final decision and will be finalised at that time.	We expect an improved service to benefit older residents and those with care needs. Benefits will be an enhanced 24/7 monitoring and responding service that will include lifting and therefore providing better outcomes for residents. It will also increase our ability with the use of Assistive Technology to deliver improved outcomes and avoidable costs associated with progression of care needs.	No negative impacts are anticipated	N/A
Savings				
Identify additional site for homelessness accommodation. Identify an additional site for additional modular Lodge provision to ease pressure on Temporary Accommodation, with the aim of providing 60 units of accommodation by mid-2026.	An EQIA is Not required	This proposal is to increase the supply of accommodation available to homeless households. Nearly two thirds of households living in temporary accommodation are Black, Asian or from another minority ethnic group.	No negative impacts are anticipated	N/A

		This proposal is thus more likely to have positive equalities implications for individuals from Black and minority ethnic groups.		
<p>Expand existing Lodge provision for residents experiencing homelessness.</p> <p>Increase the supply of Lodge accommodation by 100 units. Conversion and extension of one of our existing hostels has been scoped. We are also pursuing the possibility of repurposing /developing other council owned buildings as temporary accommodation options. If we can identify further sites, there is scope to identify additional savings.to peripatetic housing support teams.</p>	An EQIA is Not required	<p>This proposal is to increase the supply of accommodation available to homeless households.</p> <p>Nearly two thirds of households living in temporary accommodation are Black, Asian or from another minority ethnic group. This proposal is thus more likely to have positive equalities implications for individuals from Black and minority ethnic groups.</p>	No negative impacts are anticipated	N/A
<p>Extend the eligibility criteria for use of one bedroom council homes as Temporary Accommodation.</p> <p>Use of one bed social housing as temporary accommodation for families with a baby or young child. There are more 1 bed social housing properties available than any other size – using a small proportion as Temporary Accommodation would reduce financial pressure. Our Annual Lettings Plan allows for 10 properties to be used for this purpose. This will be expanded to 15 and then 30 in 2023-24. Moves will particularly be focused to ensure people from Lodge accommodation are moved on, freeing up lodge vacancies.</p>	An EQIA is not required	<p>This proposal is to increase the supply of accommodation available to homeless households.</p> <p>This proposal is likely to benefit people with the protected characteristic of pregnancy/maternity and young children.</p>	No negative impacts are anticipated	N/A
<p>Use of ten of our two bed council properties for families in Temporary Accommodation.</p> <p>Use of two bed social housing as temporary accommodation for families – using a small proportion as Temporary Accommodation would reduce financial pressure. We intend to introduce this provision within our</p>	An EQIA is not required	This proposal is to increase the supply of accommodation available to homeless households.	No negative impacts are anticipated	N/A

Annual Lettings Plan for 24/25 and allow for 10 properties to be used in this way. The focus will be on families who need to stay locally, thereby reducing any additional costs for other parts of the council due to care and support needs.		The increase in supply is likely to benefit children and young people.		
Supporting residents into permanent housing. We will work with residents to identify suitable accommodation to move on from Temporary Accommodation, ensure they are move ready and can settle successfully into the identified accommodation within the community.	An EQIA is not required	This proposal will support homeless residents to move on from Temporary Accommodation.	No negative impacts are anticipated	N/A
A new Project Officer to support residents into permanent housing. A Project Officer will be engaged to work with families to remove any barriers to moving on from temporary accommodation. Targeted casework will include but not limited to ensuring that households are ready to move and supporting households to bid realistically for social housing. This is envisaged to be a 2.5 to 3 year project that will benefit from new supply delivered through the new build programme.	An EQIA is not required	This proposal is to support homeless households to move on from temporary accommodation. The focus on families means the proposal is likely to benefit people with the protected characteristic of pregnancy/maternity and children.	No negative impacts are anticipated	N/A
Optimise Temporary Accommodation lease arrangements to reduce costs. Where leases are held by the Council, national Temporary Accommodation subsidy arrangements means we pay additional costs compared to if these leases were managed directly through our housing services. Transferring these leases will reduce costs to Council while ensuring that accommodation is within current Local Housing Allowance rates and affordable to residents.	An EQIA is not required	The proposal will reduce the cost of temporary accommodation to the Council which is offered to homeless households. While these include households with protected characteristics none are expected to be disproportionately affected by this proposal.	No negative impacts are anticipated as rents are within local housing allowance rates and an affordability assessment is conducted for each households considered for this type of accommodation.	N/A
Efficiency savings in delivery of young people's health and wellbeing services, while maintaining the front line service offer.	An EQIA is not required.	There are no positive impacts anticipated, however, research has shown that implementing more efficient ways of working	No negative impact anticipated, this is because there is no service restructure, or significant change	The 0-19 integrated PH service inputs and outcomes are closely monitored for any adverse impact - and

<p>This proposal is to make savings of £300,000 from our existing contract for 0-19 year old integrated public health services. We will work with the provider on more efficient ways of working, while maintaining front line service offer for residents. Implementation period will be at least 6 months from sign off of council budget as then we will need to work with the provider. Implementation is expected by October 2024/25 with full year effect in 25/26.</p>		<p>have positive impact on delivery of services and its recipients.</p>	<p>which would destabilise the service at the point of delivery.</p>	<p>this includes the action taken by provider to ameliorate and address issues as they arise.</p>
<p>Modernisation in delivery of sexual health services.</p> <p>Through the pandemic and in the following period we learnt that many residents like to access sexual health services from community pharmacies and through online advice and testing services, which are less expensive than clinic based services and achieve good outcomes. This proposal continues to take this emphasis forward with a further shift to self service and pharmacy options without impacting outcomes for residents.</p>	<p>No – the direction of service provision is essentially remaining the same.</p>	<p>None</p>	<p>No negative impacts are anticipated.</p> <p>The savings are targeted at adult residents who are still routine testing for sexually transmitted infections via a sexual health clinic rather than via pharmacy or home testing.</p> <p>This proposal reflects a shift away from clinic-based services for adult residents without symptoms or not in a high-risk category for example men who have sex with men and sex workers.</p> <p>Community-specific outreach, HIV prevention and PREP, young people’s focussed work and women’s reproductive are protected.</p>	<p>None.</p>
<p>Income maximisation for Adult Social Care.</p>	<p>No EQIA required</p>	<p>This proposal is about further embedding and more effectively</p>	<p>None. Ultimately, taking a direct</p>	<p>None</p>

<p>Continuing Healthcare Is a funding stream that solely provides the full responsibility of a person's care on health services. Haringey receives the lowest Continuing Health Care funding in North Central London and is very low compared nationally, this project aims to fully imbed the Continuing Health Care process within Adult Social Care and gain a greater proportion of health funding. Ensuring residents are receiving the right level of funding for high/complex placements, expenditure for these placements would be picked up by health (fully health funded, joint funded and Funded Nursing Care). To increase the number of referrals for Continuing Health Care funding, to the North Central London Integrated Care Board and establish this as part of business as usual over the next year.</p>		<p>managing an existing process for the benefits of our residents. This proposal will not only provide efficiencies for the Care budget but also for self-funders.</p> <p>A comprehensive support offer is available to anyone considering or in receipt of a Direct Payment, delivered by Disability Action Haringey and the council's Direct Payment Team.</p>	<p>payment remains a personal choice and although we can promote and support individuals, they do not have to accept a DP.</p>	
<p>Move to a Direct Payments model of Social Care delivery where suitable for residents.</p> <p>When a person has care and support needs, there are many ways this can be delivered, one option is that we can Commission a provider directly to provide that care and support. Alternatively, direct payments are another methodology, and this can enable people to have more control on how their care is provided and help them to stay in their homes for longer. Using direct payments is more cost effective since they do not include the costs home care agencies charge on top of the price of care.</p>	<p>No EQIA is required</p>	<p>Direct payments promote choice, control and flexibility by enabling and empowering individuals to meet their well-being and care support outcomes. It also supports individuals to be able to remain independent as possible.</p>	<p>None are anticipated.</p>	<p>None</p>
<p>Adopting a Strength Based Working approach in Adult Social Care to help residents remain independent and connected to their community.</p> <p>Strength Based Working produces better outcomes for people and reduces strain on Adult Social Care services if residents are enabled to remain as independent as possible, strengthening people's ability to remain within the community. The Strength Based Working approach is a national agenda which supports residents to look within their community for care in the first instance. It enables social care to reduce service demand by working with our voluntary sector and really focusing on early intervention</p>	<p>No EQIA is required</p>	<p>This proposal is looking to identify and deploy tools that enhanced strength-based working. This will provide practitioners with improved ability to undertake assessments that lead to suitable outcomes for residents.</p>	<p>None are anticipated</p>	<p>None</p>

and prevention. The use of digital tools supports Strength Based Working approach.				
<p>Social Care Grant uplift.</p> <p>We are expecting to receive an uplift to the public health grant of £292k in 24/25, which can be directed to existing council priorities/spend which contribute to public health outcomes</p>	No	We are tracking impacts of use of the grant on wider council activities. At this stage we do not anticipate changes in outcomes from an equalities perspective.	We are tracking impacts of use of the grant on wider council activities. At this stage we do not anticipate changes in outcomes from an equalities perspective.	We are planning allocation of the grant next year to ensure that we can maintain our range of services.
<p>Invest in Supported Living to enable residents to stay at home and within their communities for longer, reducing reliance on nursing and residential placements. Supported living is when the residents remain in the community as independently as possible is enabled to claim housing benefit and their one-to-one care is provided. We want to continue to improve the supported living offer within Haringey. Ensuring people can reside in the community with one-to-one provider delivered in their own home will reduce the cost. This will reduce the demand on expensive nursing and residential placements out of borough. Using digital tools, is key for the supported living model in Haringey.</p>	No EQIA Required	This proposal seeks to develop and enhance an existing offer that will provide greater choice and opportunities to support residents.	None anticipated	None
<p>Enhancing delivery of community-based care.</p> <p>Currently we support approximately 3500 people to remain independently in the community on a daily basis. By auditing provider services and ensuring that the service delivery is accurate and in line with the care and support plan, we will look to find efficiencies in the system. By utilising a personalised approach and reviewing what services are available within the community for early intervention and prevention, we may be able to reduce demand by working with our voluntary sector to deliver certain types of care and support, such as shopping and cleaning. By completing a financial review with residents, they may be entitled to some benefits that could support some of these activities.</p>	Not required	Providing people with greater choice in sourcing support that they need. Potential for additional financial support to fund these.	None anticipated, those that are entitled to receive a service in accordance with the Care Act will continue to do so. Others will be supported and signposted to services within the community that could support them.	N/A

<p>Review of Mental Health Services spending.</p> <p>We have externally commissioned an independent review of the Mental Health Services, the review highlighted significant evidence to support that Haringey is comparatively an outlier nationally for funding between the age of 18 -65. Steps are being taken to focus on a local delivery model. We are reviewing how we target our Mental Health spending. The review team are focusing on the high-cost placements, to ensure we are reviewing costly or out of borough packages of care and bring them back into a local provision of care.</p>	<p>An EQIA is not required</p>	<p>We will have full responsibility for our care act statutory work. Developing better strength-based assessments ensuring residents are receiving the right level of care at the right time, through their care journey. People will receive care and support closer to home within a locality. This will positively impact individuals with a disability.</p>	<p>No negative impact anticipated</p>	<p>None</p>
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Children's Services

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
<p>Children's Social Care cost pressure - £1m to cover the in-year pressure on care costs and £0.88m to cover forecast inflation for 2024/25 (less the £500K that was placed in the MTFS for growth in 24/25)</p>	<p>Not required</p>	<p>This growth proposal is to account for the increased costs of care. This additional investment allows for children and young people to receive appropriate care according to need.</p>	<p>None.</p>	<p>None.</p>
Savings				
<p>A new support and advice service for young people with Special Educational Needs and Disabilities.</p>	<p>EQIA to be completed at a later date</p>	<p>Disability – Promoting a smoother transition into adulthood for young people with SEND, with a multi-agency approach</p> <p>Promoting independence for young people with SEND</p>	<p>None</p>	<p>N/A</p>

		Age – positive impacts for young people in promoting independence, education and employment.		
Capital				
EYES and Social Care developments to the LiquidLogic System	No	None	None	N/A
Further investment in Primary Sch - Major Capital Works (New Bid)	No	Investment in the schools estate will positively benefit children and young people.	None	N/A
Further investment in Secondary Sch - Major Capital Works (New Bid)		Investment in the schools estate will positively benefit children and young people.	None	N/A
Further investment in Pendarren House so that more Haringey children can experience a stay there	No	Investment in the Pendarren House will positively benefit children and young people.	None	N/A

Placemaking and Housing

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Savings				
Commercial Portfolio and rental opportunities Rental and other commercial opportunities from the council's commercial portfolio	Not required	None	None	None

Property Disposals Property disposals to realise one-off Capital receipts to reduce borrowing in line with our Strategic Asset Management and Property Improvement Plan.	Not required	None	None as only individual business cases that identify sites, which are commercially viable will be taken forward	Individual site by site business case will identify any required mitigations.
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Environment and Resident Experience

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
Leisure - This growth reflects the forecast cost of the revised arrangements for delivering the Leisure management service in house.	Will be subject to a detailed EQIA informed by the resident engagement to take place early in 2024	To be determined	To be determined	To be determined
Expiry of current saving on Waste Fleet - The current time limited saving on waste fleet vehicles is due to expire from 2024/25 resulting in the need to reinstate a budget to cover this cost.	Full EqIA not required	None	None	N/A
Savings				
Standardising Fees & Charges Bringing Haringey's Fees & Charges in line with other comparable boroughs, ensuring operating costs are recovered and enforcement is cost effective.	EQIA concluded – see separate Fees and Charges Cabinet Report	The proposed charges are proportionate and justified because the costs of administering and enforcing the service have increased and we need to increase charges to recover those costs. This is in line with other neighbouring	All parking permit holders will be impacted by the proposed charge increase in that area. This is likely to impact those on low incomes,	There are discretionary schemes in place to mitigate negative impacts, with particular benefits to disabled and residents over 65.

		<p>boroughs' charging policy. In addition to the need to ensure sufficient revenue to cover administration costs, evidence suggests parking pricing policy encourages the use of sustainable transport options. We therefore expect increases in parking charges to encourage sustainable transport which will improve air quality, which disproportionately negatively impacts residents of lower socioeconomic status.</p>		
<p>Expansion of School Streets programme.</p> <p>The continuation of the schools streets programme expansion is anticipated to generate an additional net income of £170k as a by-product of the enforcement activity associated with the scheme. Enforcement income can not be used as a revenue raiser and is reinvested for specified spend in streets, highways, and roads.</p>	<p>EQIA previously completed when programme commenced</p>	<p>Implementation of this programme anticipates lower air pollution levels in the vicinity of schools and increased uptake for active modes of travel to school. Therefore, the positive impacts are for everyone living and working in the vicinity of schools and those attending. The benefits are especially relevant for women (as primary carers) and children – both of whom benefit from lower air pollution and active travel. Less traffic during busy periods also anticipates lower traffic related injuries among children on school streets.</p>	<p>None</p>	<p>School streets operate during short time periods of the day and only during term-time (unlike LTNs). Disabled blue-badge permit holders and statutory and emergency services have exemptions applicable to carry out their usual activities. And residents' vehicles can leave school streets during operational times.</p>
<p>Increased enforcement on environmental crime.</p> <p>Enhance our enforcement on environmental crime (ie flytipping, littering and waste licensing) by reconfiguring the team and deploying additional</p>	<p>An EqIA is anticipated to be conducted in the case where there is</p>	<p>There are anticipated positive impacts on health and wellbeing as well as mobility for residents as a result of better enforcement. A cleaner</p>	<p>There are no anticipated negative impacts on particular groups as a</p>	<p>Impacts would be monitored and mitigations put in place accordingly.</p>

resources to meet residents demand for a cleaner borough. Effective enforcement provides funds that allow the Council to maintain street cleanliness.	substantial reconfiguration of the team and anticipated inequalities for protected groups.	neighbourhood also encourages better use of public spaces for the resident communities and better mobility for those disabled residents who require it. Revenue from enforcement could also be used for better service provision in the borough.	result of better enforcement.	
Income maximisation at New River Sports Centre to improve the offer to all residents. Following insourcing of this service, we have an opportunity to maximise the resident experience. This will take the form of reduction in energy use, a review of concessionary spend, upgrades to the equipment, and additional activities.	No. The cost reductions proposed currently have no reliance on savings arising from the concessionary discounts review. If any changes are to progress, they will be addressed by an EqIA at the relevant time.	Anticipated positive outcomes are in the nature of better health and wellbeing for residents through increased customer base as well as technological improvements for existing users.	The review of concessionary discounts, which may have a negative impact on those with lower socio-economic backgrounds, are not part of the savings proposals currently. If any negative impacts are discovered during conducting the EqIA, they would be addressed through it.	Would be addressed through the EQIA.
Enforcement against breaches against the Housing Act . Housing Act enforcement- Breaches to the Housing Act 2004 such as unlicensed premises can result in a Civil Penalty Notice of up to £30k and in addition, improvement Notices can be served on the person in control of the property and a charge made for that improvement Notice. The council can use revenue from fines to help cover the wider cost of enforcement activity in this service area	No. Civil Penalty fines Notices are a statutory process and the equalities impact was considered when introduced by cabinet <u>Agenda item - Property</u>	Yes. The impact of Enforcement acts as deterrent to poor housing conditions including damp and mould.	None identified	Civil Penalties and charges are only made as a last resort. Each case will be considered on its merit

	<u>Licensing Designation Haringey Council</u>			
<p>Council Tax Reduction Scheme Review</p> <p>A review of the Council Tax Reduction Scheme and anticipated base of recipients following residents migrating to Universal Credit and changing demographics. This will require public consultation on any proposed changes following the review.</p>	An EQIA will be developed alongside the proposal	The detail of the proposal is not yet known.	Dependent on development of the scheme but potential negative impacts on individuals more likely to be within the Council Tax Reduction Scheme currently, specifically those experiencing socioeconomic disadvantage.	To be determined. Appropriate mitigations will be sought where negative implications are found.
<p>New Traffic Filter Schemes</p> <p>Camera enforcement to address non-conformance of vehicle restrictions that seek to improve the residential environment.</p>	To be undertaken at scheme development stage.	Currently unknown pending EQIA.	Currently unknown pending EQIA.	Unknown
<p>Pay & Display Tariff for EV charging</p> <p>Helping to increase access to electric vehicle charge points by applying a parking tariff for the time needed</p>	EQIA will be undertaken on development of the Parking Policy decision report.	Anticipated positive benefits for all residents from improved access to these facilities. There are neutral impacts anticipated on groups with protected characteristics.	None anticipated	Mitigations would be planned based on the EQIA.
<p>Stop resetting the initial discount period following PCN challenges</p>	No	None	None	N/A
<p>Redesign Tennis Court Charging</p>	This saving proposal will	Currently unknown pending EQIA.	Currently unknown pending EQIA.	Unknown

Applying a more consistent cross-borough charging regime to offset ongoing maintenance costs, albeit with potential concessions	form part of the leisure service insourcing project work for which an EqlA will follow			
Events in parks Expand the range and scope of events in parks to increase community participation and cohesion	Not required as this merely represents an expansion of current activity. An EqlA will be generated if any specific new event warrants an EqlA.	Events in parks have anticipated positive impacts on communities around the park and contribute towards better relationships within the communities participating. In general, it is anticipated that they have a positive impact on the wellbeing and cohesion within communities in the borough and positively impact those with protected characteristics.	Based on the space needed and nature of the events, some events may negatively impact particular groups like children and women or disabled users. Mitigations are put in place based on anticipated negative impacts. Events follow the guidelines in the Council's Outdoor Events Policy.	Events and EqlAs specific to each category identify and mitigate the impacts on groups with protected characteristics.

Culture, Strategy & Engagement

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
Growth for re-evaluated senior management roles (<i>Corporate</i>)	No	None	None	N/A
Cost increases for digital infrastructure - This proposal reflects a range of cost increases associated with digital infrastructure, including to respond to the National 'Big Switchoff'; Audio Visual equipment; Council's internal case management software (Halo); Microsoft E5, Cyber Security.	No	None	None	N/A

Savings				
<p>Variation to library opening times based on analysis of use.</p> <p>The use of our libraries varies from one branch to another at different time of the day. Based on footfall analysis we know that library use is typically lowest in mornings. Young people in particular have a need for study space in the evenings and libraries are ideal as a free and safe community space. We want to look at varying the opening hours of our libraries to times when they are most heavily used, which could include later in the evenings, allowing us to allocate resources in a more targeted way. Library buildings and facilities could be made available to other services even when the library service itself is not operating e.g., Community Hub teams and Voluntary Community Sector organisations. The proposed saving is based on reviewing hours at the six branch libraries with a mixture of mornings and afternoons opening times based on demand and demographics, to ensure libraries remain accessible to all. The service is currently carrying some vacancies and agency cover which will reduce the need for any proposed redundancies. No library building would be closed.</p>	<p>Not currently. To be completed at a later date.</p>	<p>Age Potential positive benefits to young people who have a particular need for study space in the evenings.</p> <p>Enhanced Community Services: Making library buildings and facilities available to other services, such as Community Hub teams and Voluntary Community Sector organisations, during non-library hours, expands the utilisation of public spaces and contributes to community development. Depending on the services utilising the space during these hours, this may bring benefit to those most likely to receive their support including disabled people, older people and those of lower socioeconomic status.</p>	<p>Age From a total of approx. 43000 users, 49.1% of registered library users are children and young people (< 25 years old) and utilise our libraries more than any other age group. They are likely to be more impacted by the reduction in hours, followed by registered adult users (aged between 25 to 64) as they total 45.7% of our users).</p> <p>Geographically in Haringey, libraries that are located in the east side of the borough (Marcus Garvey, Coombes Croft and St Ann's) have the percentage of young users (42%), followed by those libraries in a central location (Wood Green, Alexandra Park and Stroud Green & Harringay).</p> <p>These users are likely to be the most impacted by the reduction in hours. They utilise libraries more than any other age group, often for studying and</p>	<p>A full EQIA will be produced as the proposal is developed to ensure the impacts on the protected characteristics are explored in full and mitigations are set out accordingly.</p> <p>Consultation We will work with the groups identified to understand how we can meet the objectives of the proposal whilst ensuring library services remain accessible and able to achieve our statutory duty as a public library service.</p> <p>Data The library service recognises that not all library users are registered as it is not a requirement to enjoy the facilities or participate in events. Therefore, the equality data is based on those who have registered to obtain a library card. The library service</p>

			<p>accessing educational resources. Reduced hours could limit their access to these resources and potentially impact their educational outcomes however the revised library hours will seek to mitigate against this risk and potentially provide new opportunities in evenings.</p> <p>Disability The library service recognises that data registered on disabled users is limited as only 0.2% have provided details of disability. However, it is anticipated that disabled & older people may be less likely to attend in the evenings.</p> <p>Sex - From a total of approx. 43000 users, 58% of users identify themselves as female so this will impact more females than males (40%).</p> <p>Pregnancy and maternity – many accessing early morning services are parents and carers with young children</p>	<p>anticipates that 50% of users are unregistered and is not reflected in the data. During consultation, a focus will be to ensure all users have an opportunity to feedback on the proposals.</p> <p>In addition, the library management system, which hosts the equality data, is limited. Therefore not all protected characteristics are recorded. The service acknowledges that this will need to be included as a priority in future service delivery plans.</p> <p>While the proposal aims to ensure libraries remain accessible to all, changes in opening hours may still pose challenges for some users. Certain groups, particularly those who prefer morning library visits, might find the adjusted hours less convenient or</p>
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			<p>and babies. Services will still be delivered to these groups.</p> <p>Socioeconomic status – libraries provide a cost-free space to access books, educational materials, IT devices and more. This free access is of outsized importance to residents of lower socioeconomic status who may be unable to purchase these items. Reductions in hours may limit access to these tools and materials for residents of lower socioeconomic status.</p>	<p>impossible. The library service recognises that many accessing our libraries early mornings are parents and carers with young children and babies, and elderly groups. This is likely as each library host tailored events for these groups such as story time for under 5s, coffee mornings for older people and digital skills training for all ages. Events will continue to be delivered and will review time offerings to these groups and should be geographically balanced.</p> <p>The service will review equalities data as we go along the proposals.</p>
<p>Work with residents to develop a Libraries Strategy for Haringey to ensure we have the most efficient and effective operating model.</p> <p>Five years ago an LGA Libraries Peer Review recommended that Haringey produce a Libraries Strategy. Due to the pandemic this work was not carried out, although other</p>	<p>Not currently. To be completed at a later date.</p>	<p>Extended Access Self-service technology enables registered users to access library services beyond traditional operating hours and/or can balance the reduction of staffed hours.</p>	<p>Registered user access-only Only around an estimated 50% of library visitors are currently registered. Under this proposal, only those with a library card</p>	<p>A full EQIA will be produced as the proposal is developed to ensure the impacts on the protected characteristics are explored in full and</p>

<p>recommendations from the review were taken forward such as the Branch Libraries Investment Programme which has greatly improved the accessibility and quality of our branch libraries. During 2024/25 we will consult and engage widely on creation of a Libraries Strategy for Haringey, which will safeguard and develop our libraries offer for the longer term. The strategy will seek to identify and capitalise on a number of new opportunities that are available to develop and maximise the use of our libraries as critical, public, community and social assets, including the Community Hubs programme, creation of a Culture Strategy and taking a more commercial approach to generate additional income to support the Council's work. The strategy will explore all options available to us to ensure the financial sustainability of the library service for the future within the reduced council funding envelope available, by identifying alternative funding sources, generating more income and ensuring we have the most efficient and effective operating model for the service.</p>		<p>This extended access can cater to individuals with busy schedules who may not be able to visit during regular staffed hours such as those who work full time or day shifts and young people who have a need for somewhere to study in the evenings and libraries are ideal as a free and safe community space to work in. Our data shows that the need to create space for young people is greater on the east side of the borough (Marcus Garvey, Coombes Croft and St Ann's) which are also our more deprived wards – with potential positive implications for young people of lower socioeconomic status.</p> <p>Community Engagement If combined with a community-run library service option, the proposal can foster community engagement. Involving local communities in the operation of the library may potentially create a sense of ownership and strengthen community ties.</p>	<p>will be able to enter a library building as they will use the card details. Those without library cards will be excluded during the unstaffed hours. We recognise some who are not registered visit the library service to combat loneliness. This has the potential to impact more vulnerable residents with greater social needs and those experiencing isolation including disabled people</p> <p>Age limit Self-service during unstaffed hours would also be limited to those under 16 (<i>specific age to be determined</i>) for safeguarding reasons.</p> <p>Confidence It is anticipated that disabled and elderly users may be less likely to attend during unstaffed hours.</p> <p>Safety concerns Those with less confidence to attend during self-serve hours due to concerns about safety during non-staffed</p>	<p>mitigations are set out accordingly.</p> <p>We will work to understand resident concerns about accessibility needs and safety in the development of the proposal.</p> <p>The library service is considering the option to retain as much as possible the traditional hours at the main libraries (Wood Green, Hornsey and Marcus Garvey). In addition, ratio between staffed and unstaffed hours at the branches (Alexandra Park, Coombes Croft, Muswell Hill, St Ann's and Stroud Green & Harringay) would be geographically balanced to ensure users can access libraries in proximity. For example, St Ann's and Coombes Croft would avoid reducing the same operating hours.</p> <p>The library service will work with groups</p>
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			<p>hours including women, young people and LGBT people.</p> <p>Digital Divide Concerns Introducing self-service technology assumes that library users have access to digital devices and are comfortable using them. This may exclude individuals who are not tech-savvy, have accessibility needs or do not have reliable internet access, widening the digital divide especially in the parts of the borough with higher levels of socioeconomic disadvantages who rely heavier on public access computers, such as the Wood Green Library and those on the east side (Marcus Garvey, Coombes Croft and St Ann's).</p>	<p>identified for the consideration of user needs to mitigate the challenges and ensure a successful implementation of self-service technology in libraries. For example offering early morning and late evening unstaffed access for those travelling to and from places of work/education.</p> <p>If combined with a community-run library service, the service will continue to ensure community groups are equipped to take on such responsibilities and ensuring no disparities in service quality.</p>
<p>Ending provision of some hardcopy newspapers in some libraries</p> <p>The proposal is to stop providing hard copy newspapers and magazines in libraries. Newspapers and magazines are now available on Pressreader which provides thousands of newspapers and magazines from around the globe. Many library services that stopped newspapers and magazines during COVID lockdown have not reintroduced them.</p>	<p>Not currently. To be completed at a later date.</p>	<p>Access to Digital Content Emphasising online platforms like Pressreader provides library users with access to a broader range of newspapers and magazines from around the globe, therefore increasing the volume of community language periodicals available. This can enhance the variety of</p>	<p>Digital Divide Concerns While digital access is becoming more widespread, there may still be segments of the population, particularly older individuals or those with limited access to technology, who may face challenges in transitioning</p>	<p>The library service will work with targeted groups to ensure a clear balance of considerations and ensuring support for users in the transition will be key to the success of the proposal.</p>

		content available to users compared to a limited selection of hardcopy materials with potential benefits for residents who speak English as a second language.	to digital reading platforms. This could exacerbate existing disparities in access.	The service should consider offering easily accessible devices within the premises to gain access to Pressreader, such as the Hublet.
Wide-ranging ICT contract review to address inefficiencies. Review all contracts controlled by Digital and Change and all ICT contracts held elsewhere in the organisation. We will also review the teams involved in managing and using these applications and consider a hiatus on any new applications.	No	None	None	N/A
Restructure of the Digital and Change directorate. Release savings in the Digital and Change directorate through utilisation of a new operating model.	No	None	None	N/A
Income generation through additional advertising Generate income through increased advertising space in the borough, in line with our ethical advertising policy.	No	None	None	N/A
Culture commissioning budget reduction (contingent on being unsuccessful with London Borough of Culture bid for 2027) Reduction of uncommitted culture commissioning budget, reducing our ability to deliver civic cultural programme (BHH365, Women's History Month, LGBTQ+ History Month, South Asian History Month) Remaining £60k in this budget line would fund Bernie Grant Arts Centre grant at £30k, leaving £30k for basic minimum of events. If our London Borough of Culture 2027 bid succeeds this budget is needed as match funding to lever in c£2-4m external funding from GLA and sponsorship.	Forthcoming Culture Strategy will include an EQIA.	None	Negative impacts are contingent on London Borough of Culture bid being unsuccessful. If this is the case, we will have reduced capacity to support events that celebrate diversity and promote and foster good relations between different protected characteristics with potential impacts on LGBT individuals, Black, Asian and minority ethnic individuals and women.	The council will develop an approach to ensure a minimum of events are held and promoted.

<p>Replace central budget that funds National Graduate Development Programme salaries</p> <p>The central budget in HR that funds NGDP graduates' salaries would be replaced; services would pay for any placements they offer, as these graduates are recognised as a valuable resource. The corporate saving will be delivered over two years as our existing graduates complete their two year placements.</p>	No	None	None	N/A
<p>Improved Commercial Operations</p> <p>Appoint a specialist Head Commercial Operator to identify opportunities and develop a strategy to enhance income generation from our assets</p>	No	None	None	N/A
<p>Increased advertising income</p> <p>Convert static advertising to digital, introduce smaller high street advertising, deliver more large format digital advertising sites, develop SME offer for marketing design & print in line with our ethical advertising policy.</p>	No	None	None	N/A
<p>Community Hubs</p> <p>To implement multi-disciplinary digitally-enabled community hub teams, working alongside the VCS and health partners in locality areas in response to local need. Savings delivered through service efficiencies including reduction in duplication as a result of blended roles and pooled budgets. It will also enable a reduction in or maximisation of the use of council buildings.</p>	To be conducted later	<p>The proposal will include consideration of the specific needs of each localities area, this will allow for targeted actions to improve known inequalities in an area for example a greater focus on low social economic status in the east of the borough.</p> <p>It will also allow for greater scrutiny of existing services equity of access for example do the demographics of residents accessing the service in a locality match the known demographics of the area and if</p>	<p>The localities approach is beginning prior to the completion of the 'bricks and mortar' changes. There are some concerns over the accessibility of buildings and locations for those with physical disabilities and their appropriateness to support residents with neurodiversity or specific conditions such as dementia.</p> <p>We do not anticipate a reduction in service to</p>	<p>Accessibility to be included as an element on the risk assessment used by services and partners to encourage location-specific mitigations</p>

		not are there any changes need to improve this access	people with protected characteristics at this stage but a full EQIA will be completed as the detailed proposal is developed. Any potential negative impacts will be identified through that process and we will seek to mitigate any impacts accordingly	
Capital				
This is to fund ICT in Community Hubs to enable users to access a range of services and experiences	No	Potential positive impacts for disabled people, older people and those digitally excluded and of lower socioeconomic status	None	N/A
This is to fund the ICT element of the proposed Leisure insourcing	No	None	None	N/A
Laptop Replacement	No	None	None	N/A
Libraries Hub ICT (Public Access)	No	Potential positive impacts for disabled people, older people and those digitally excluded and of lower socioeconomic status	None	N/A
CCTV move and replacement of end-of-life infrastructure	No	None	None	N/A
This is investment in a Corporate Data Platform to further inform our interactions with residents	No	Potential indirect benefits from improved council knowledge base and interactions with residents	None	N/A
This investment is required to support Hybrid AV working between now and Civic Centre coming online	No	Potential benefits to those who require remote working facilities including those with disabilities.	None	N/A
This investment is to supplement existing works at Bruce Castle Museum Condition Works	No	None	None	N/A

The investment is to allow the Alexandra Palace Trust to implement measures statutory measures to counter terrorism	No	None	None	N/A
The investment is to undertake health & safety works at Alexandra Palace	No	None	None	N/A
This investment is to fund compliance works at the Alexandra Palace	No	None	None	N/A
This investment is to allow Alexandra Palace to undertake investment to generate additional income. This will take the form of a loan to Alexandra Palace and will be subject to a satisfactory business case	No	None	None	N/A
This investment is to support the replacement of mobile devices that in turn supports mobile working	No	None	None	N/A
This investment is to replace various ICT elements such as desktop AV and Screens in Offices	No	None	None	N/A

Legal and Governance

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
Increased cost in running of Coroner's court -This proposal reflects the increased costs of running the Coroners Court.	No	None	None	N/A
Recruitment of Principal Scrutiny Officer - The proposal is to fund an additional Principal Scrutiny Officer. This is to reflect an increase in the team's responsibilities.	No	None	None	N/A
Recruitment of legal support posts - The proposal is to fund additional posts to address the mismatch between demand for legal support and the current capacity of the team.	No	None	None	N/A
Recruitment of support for Committees team - The funding will enable support to the Committees team for in-person Cabinet Member signings as well as provide	No	None	None	N/A

extra support for the Scrutiny team for the Joint Health Overview and Scrutiny Committee which our team manages on behalf of five boroughs.				
Increase in establishment and restructure in Property and Planning	No	None	None	N/A

Corporate

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
Annual Subscription for membership of Central London Forward	No	Membership of the group will help to deliver economic benefits to Haringey with a specific focus on jobs and skills. Positive impacts for residents experiencing labour and skills market disadvantage, including: disabled residents, Black and minority ethnic residents, young people.	None	N/A
Apprenticeship Levy is charged at 0.5% of the annual pay bill. Since it's introduction, the pay bill has increased due to pay award and an increase to the budget is required	No	N/A increase reflects changes to the pay bill	No	N/A
This is the final adjustment required to rebalance the Early Year funding between the DSG and the GF in accordance with the DSG grant conditions.	No	N/A	N/A	N/A
Bank Charges - Impact of Increased Card payments for services	No	N/A	N/A	N/A
External Audit - Impact of increased External Audit Fees	No	N/A	N/A	N/A

Finance

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Growth				
Adjustment to Dedicated Schools Grant - This is a technical budget adjustment between the council's main General Fund (GF) budget and the Dedicated Schools Grant (DSG) budget. This is a requirement to ensure that the Council meets the grant conditions of the Dedicated Schools Grant funding received from central government.	No	None	None	N/A
Savings				
Review entitlement for Council to fund Social Care for adults (proactive fraud exercise)	No	None	None	N/A
Cross check all people housed in temporary accommodation for entitlement (proactive fraud exercise)	No	None	None	N/A
Increase DOF charge to HRA	No	None	None	N/A
Apply charges for non LCP Dynamic Market Places 0.5% - 1% on c£40m of spend. Would include social care related categories. Can only be applied from 2025/26 due to Procurement Act not being in force until October 24	No	None	None	N/A

5. Consultation

The budget proposals for 2024/25 have been subject to a formal public consultation. A Budget Consultation Report is appended to the Budget/MTFS Cabinet Report. Key findings

- Respondents were asked which proposals they supported and which they didn't. There was support shown for the need and principle of putting cost saving measures into the budget, moving away from the current leisure centre provider and for funding the Schools Streets programme. There was also support shown by some residents for adjusting library hours rather than have any closures, investing in social housing and new sites for modular

provision and investment in health and social care in the borough. Other proposals which gained some support were the raise in council tax, removal of hard copy magazines in libraries and improving methods of enforcement in the borough.

- There was a lack of support shown by certain residents for amendments to the existing library service, particularly introducing self-service and reducing hours. There was also a lack of support from some for the ongoing refurbishment of the Civic Centre and the council taking leisure services in-house and investing in Pendarren house.
- Respondents were asked what the council should look to do in order to meet its budget challenge and save money, generate income or achieve better value. Suggestions included raising Council Tax, enforcement fees and charges. There were also suggestions to adapt the business model of libraries and start charging for certain services, with a number of respondents recommending a subscription fee. There were suggestions to think again about certain projects which may not benefit the public substantially, use Haringey space for commercial reasons and bring in experts to advise on cost saving practices.

Respondents were asked to comment on any proposals they thought will have a bigger impact on people with protected characteristics.

It was highlighted that leisure and fitness centres and libraries are used by elderly residents not only for fitness and information centres, but also for socialising so they could be negatively impacted if the council are not equipped to bring the facilities in house.

The lack of available toilets if library hours are shortened will also negatively impact older people and potentially pregnant people. Some respondents commented that the proposed budget cuts will disproportionately impact those who are more vulnerable to social isolation and those who are economically disadvantaged.

It was suggested that those with learning difficulties may find it difficult to use an online service to read a paper, or use a self-issue/return machine, the same with people from an older generation.


There were concerns about the budget proposals negatively impacting:

- Older residents
- Disabled residents
- Those with special needs
- Those who are economically disadvantaged
- Children and Young people
- Ethnic minority groups and those for whom English isn't their first language.
- Parents of young children
- Pregnant women

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Haringey Council
Written Statement/Record of a decision made by an officer under delegated authority

Decision Maker (Post Title)	Director of Finance and Section 151 Officer
Subject of the decision	2024-25 Council Tax Base Report
Date of decision	16 January 2024
Decision	<p>I approve the recommendation as set out in the attached report:</p> <p>That, the council tax base for 2024-25 is set at 81,875 in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012; and</p> <p>That the assumed collection rate is set at 97% for 2024-25.</p>
Reasons for the decision	<p>The Council is required to set its council tax base by the 31st January each year. The Council has delegated the decision for setting the council tax base to the s151 officer in consultation with the cabinet member for Finance.</p> <p>Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It represents a measure of the taxable capacity of the Council and when multiplied by the band D council tax rate indicates the Council's tax generating potential for that year.</p>
Details of any alternative options considered and rejected by the officer when making the decision	No alternatives were considered as this is a requirement of a Statutory Instrument.
<p><u>Conflicts of interest – Executive decisions</u></p> <p>Details of any conflict of interest declared by a Cabinet Member who is consulted by the officer which relates to the decision and details of dispensation granted by the Council's Head of Paid Service</p>	None
<p><u>Conflicts of interest – Non executive decisions</u></p> <p>Where the decision is taken under an express delegation e.g. by a Committee, the name of any Member who declared a conflict of interest in relation to this matter at the committee meeting,</p>	N/A

<p>Title of any document(s), including reports, considered by the officer and relevant to the above decision or where only part of the report is relevant to the above decision, that part)</p> <p>These documents need to be attached to the copy of this record/statement kept by the Authority but must not be published if they contain exempt information</p>	<p>2024-25 Provisional Local government finance settlement report including the 2024-25 council tax report that sets the referendum principle.</p> <p>Consultation: provisional local government finance settlement 2024 to 2025 - GOV.UK (www.gov.uk)</p>
<p>Reasons for exemption with reference to categories of exemption specified overleaf, or</p> <p>Reason why decision is confidential (see overleaf)</p> <p>Note: decisions containing exempt or confidential information falling within the categories specified overleaf are not required to be published.</p>	<p>N/A</p>
<p>Communicating your decision: Who needs to know about this decision and is a plan in place to tell them? (officers in your department, in other departments where necessary, members, external stakeholders).</p>	<p>In accordance with the Council's constitution, the Cabinet Member for Finance has been consulted on the contents of this report.</p>
<p>Signature of Decision Maker</p>	
<p>Name of Decision Maker</p>	<p>Jon Warlow, Director of Finance and Section 151 Officer</p>
<p>Does the decision need to be published?</p> <p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	

Title: Council Tax base for 2024/25

Report authorised by: Jon Warlow, Director of Finance and Section 151 Officer

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

Ward(s) affected: All
Report for Key/

Non-Key Decision: Key decision

1. Describe the issue under consideration

1.1. This report sets out the recommended Council Tax Base for 2024/25. Regulations require the council tax base to be set by 31st January each year.

2. Introduction

2.1. The determination of the council tax base is an important element of the Council's budget setting process. This is because, it is the estimated base that is multiplied by the average council tax amount to derive the amount of council tax precept that the Council will budget for in 2024/25.

2.2. In the previous year, an additional 1% contingency was incorporated into the estimates of for changes to the Council Tax Reduction Scheme (CTRS) claimant numbers in response to the poor economic climate particularly the rising cost of living. As of November 2023, the inflation rate has notably decreased from 9.3% in November 2022 to 4.2%, as reported by the Office for National Statistics. Anticipated interest rate cuts for 2024 further contribute to the improved economic landscape. Due to this more favourable outlook, no growth in CTRS numbers has been included in the CTRS for the current year. This is also supported by the monthly data on claimant numbers which indicate levels are stabilising.

2.3. The forecast for properties awaiting banding has been adjusted slightly upwards, rising from 950 to 1000 for the year 2024/25. This adjustment is supported by internal housing approval monitoring and past completion rates, where an average of around 1,000 new homes has been completed annually over the last three years. This prediction is based on the continuous pipeline supply of housing developments, contributing to the slight increase in the forecasted number of properties awaiting banding for the upcoming year. As c. 79% of properties in the Borough are within Bands A – D, the modelling assumes that any new properties coming into rating through the year will also be within one of these categories.

2.4. A key element of the council tax base calculation is the projected collection rate. The collection rate for 2024/25 has been forecasted to be 97% (96.0% 2023/24) as the Council continues to move back to pre-COVID rates.

As of October 2023, the collection rate is at 62.32%, slightly under the year-to-date target of 64.42%. Despite this variance, achieving the higher collection rate is still deemed realistic due to planned management actions and digital initiatives.

- 2.5. We expect to see an increase in the Taxbase of 2,158 equating to an increased yield of £3.530m compared to the last financial year. This represents a 1.65% increase in taxbase compared to 2023/24 and is driven predominately by increased properties coming into rating and the 1% assumed improvement in the collection rate.

3. Recommendations

3.1. That:

- the London Borough of Haringey's council tax base is **81,875** for the year 2024/25 in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, detailed in Statutory Instrument 2012:2914 which came into force on 30th November 2012.
- the assumed collection rate will be **97%** for 2024/25.

4. Reason for Decision

- 4.1. The Council is required to set its council tax base by the 31st January each year. The Council has delegated the decision for setting the council tax base to the Section 151 Officer in consultation with the Cabinet Member for Finance and Local Investment.
- 4.2. Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It is the estimate of the taxable capacity of the Council, and when multiplied by the band D council tax rate, determines the Council Tax precept for next year.

5. Alternative options considered

- 5.1. No alternatives were considered as this is a statutory requirement.

6. Background information

- 6.1. The Council as Billing Authority is required to calculate the tax base for the Borough in order for it to calculate its own council tax and is also required to notify this figure by 31st January each year to any major precepting authority (the Greater London Authority) as well as the levying bodies (Environment Agency, Lee Valley Regional Park Authority, North London Waste Authority and London Pension Fund Authority) in order for them to calculate and set their own budgets and determine the level of precept / levy to be made to Haringey.
- 6.2. The calculation of the council tax base is prescribed by regulations. It is the aggregate of estimated number of properties in each valuation band each year, subsequently adjusted to take account of the estimated number of discounts, disregards and exemptions which are likely to apply and any estimated increase / decrease in the list in the forthcoming year. The Council levies council tax on the basis of properties in band D and thus the numbers for each valuation band are adjusted to the proportion which their number is to band D; these proportions are set out in statute. Finally, the

council must estimate its rate of council tax collection for the year and apply this figure to arrive at the council tax base figure.

- 6.3. The calculation below sets the tax base and not the council tax amount itself which is due to be set on 4th March 2024 at Full Council.

7. Calculation of the Billing Authority's Council Tax base

- 7.1. The calculation is in two parts; 'A' (the Relevant Amount), which is the calculation of the estimated adjusted band D properties, and 'B', the estimated level of collection.

Relevant Amount

- 7.2. The calculation of 'A' – the relevant amounts for each band is complex and includes several calculations which are shown in detail in Appendices 1 & 2. The resultant relevant number of properties per band is summarised in the table below:

Band	Relevant Amount (i.e. Number of Dwellings)
A	3,052
B	9,353
C	22,819
D	21,738
E	11,450
F	7,024
G	7,521
H	1,451
TOTAL	84,408

*Relevant amounts have been rounded for presentation purposes

Collection Rate

- 7.3. The collection rate (B) is the council's estimate of the proportion of the overall council tax collectable for the year that will ultimately be collected. This is expressed as a percentage.

- 7.4. In arriving at a decision on the collection rate a number of factors need to be taken into account which includes:

- Internal systems and processes involved in the billing and collection process
- Appeals against valuation
- The mobility of the local population, particularly in the private rented sector
- The level and timeliness of information available when properties are sold, or let *and*
- The customer's ability to pay

- 7.5. For 2024/25 collection rates are forecast at 97%, a 1.0% increase on the 2023/24 rate of 96.0%.

Council Tax Base

- 7.6. The tax base is calculated by applying the following formula:

$$A \times B = T$$

Where:

A is the total amount of the relevant amounts for that year
 B is the authority’s estimate of its collection rate for that year.
 T is the calculated tax base for that year

- 7.7. In accordance with the requirements of the regulations and following the calculations in Appendix 1 to this report and above, the calculation of the Council Tax Base (T) for the London Borough of Haringey in 2024/25 is as follows:

2024/25	
Total Amount of Relevant (A)	84,408
X	
Collection Rate (B)	97%
Council Tax Base (T)	81,875

8. Contribution to Strategic Outcomes

- 8.1. The calculation of the council tax base is prescribed in law. Whilst the council tax base may have some impact on the Council’s ability to generate revenue and therefore assist with delivery of corporate goals, the Council needs to adhere to the prescribed technical calculation set out by law in deriving its council tax base.

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

Chief Finance Officer’s Comments

- 9.1. The council tax base set out in this report and any projected surplus/deficit on the council tax collection fund as of 31 March 2024 will be used to budget the council tax receivable for 2024/25 that will be included in the final Budget recommended to Full Council on 4th March 2024.

Assistant Director of Corporate Governance’s Comments

9.2. The Head of Legal and Governance has been consulted in the preparation of this report, and makes the following comments.

9.3. Pursuant to the Council's Constitution at Part Two – Articles of the Constitution - Article 4, paragraph 4.01(b) the decision on setting the council tax is delegated by Full Council to the s151 officer in consultation with CAB and the Cabinet Member for Finance.

Pursuant to the Local Government Finance Act 1992 (the Act) and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (the Regulations), the Council is required to calculate its council tax base by the 31st January in calculating the council tax amount due in the following financial year and to also notify all precepting/levying bodies of its council tax base.

9.4. In light of the above, coupled with (1) the assurance given at paragraph 7.7 above that the calculation has been conducted in accordance with the requirements under the Act and the Regulations, and (2) the equality comments below, there is no legal reason why the Director of Finance and Section 151 Officer cannot adopt the Recommendations contained in this report.

9.5. Equality Comments

9.6. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

9.7. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.8. The proposed decision is to Haringey's Council Tax base and the assumed collection rate for 2024/25. The Council as Billing Authority has a statutory duty to calculate the tax base for the borough and notify this figure to the relevant authorities annually on January 31st. Forecast calculations have been modelled using data gathered from previous years and information on new properties in the borough. There are no known equalities implications arising from this decision.

10. Use of Appendices

10.1. Appendix 1 & 2 – Calculation of the estimated adjusted band D properties for the London Borough Haringey 2024/25.

11. Local Government (Access to Information) Act 1985

11.1. None.

Calculation of the Billing Authority's Tax Base

- 1 Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (S.I. 1992 No.612) and amended by (S.I. 2012 No. 2914) states that a Billing Authority's Council Tax Base for a financial year shall be calculated by applying the formula –

'A' x 'B'

Where 'A' is the total of the relevant amounts for each of the Valuation Bands which are shown or likely to be shown in the Authority's Valuation list as at 30 November in the year prior to the year in question, adjusted for estimated discounts, exemptions, disregards, increases / decreases; and where 'B' is the Authority's estimate of its collection rate for that year.

- 2 The Regulations state that item '**A**' should be calculated by applying the following formula:

$((H - Q + E + J) - Z (F / G))$ where

H is the number of chargeable dwellings in that band

Q is a factor to take account of the discounts of council tax payable. It is calculated as $Q = (R \times S)$

R is the number of discounts estimated to be payable in respect of these dwellings

S is the percentage relating to each discount classification

E is a factor to take account of any premiums to be added to the Council tax base

J is the amount of any adjustment in respect of changes in the number of chargeable dwellings, discounts or premiums calculated by the authority in accordance with paragraph 7 due to factors such as:

- (a) New properties and properties being banded
- (b) Variations in number of exempt properties
- (c) Successful Appeal against bandings
- (d) Variations in the number of discounts

Z is the total amount that the authority estimates will be applied in relation to the authority's council tax reduction scheme in relation to the band, expressed as an equivalent number of chargeable dwellings in that band.

F is the relevant prescribed proportion of council tax to be paid for each dwelling in that band.

G is the relevant prescribed proportion of council tax to be paid for Band D

- 3 Appendix 2 sets out the detailed calculations for **A** for the London Borough of Haringey but the summary is set out below:-

Calculation Item	Disabled Band A	A	B	C	D	E	F	G	H	2024/25 Total
H	2	7,694	19,067	35,266	27,716	11,329	5,448	4,739	736	111,995
Q	0	-1,114	-2,627	-3,394	-1,811	-649	-238	-166	-18	-10,016
E	0	379	320	288	312	16	15	4	11	1,345
J	0	0	0	0	0	0	0	0	0	0
(H-Q+E+J)	2	6,959	16,760	32,160	26,217	10,697	5,226	4,578	729	103,325
Z	0	-2,381	-4,735	-6,488	-4,479	-1,328	-363	-65	-4	-19,843
(H-Q+E+J) - Z	-1	4,578	12,025	25,672	21,738	9,368	4,863	4,512	725	83,482
F/G		0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	
((H-Q+E+J) - Z) x (F/G)		3,052	9,353	22,819	21,738	11,450	7,024	7,521	1,451	84,408

The table below compares the 2024/25 calculations with those for 2023/24 and highlights where the biggest variances are estimated to occur.

Calculation Item	2023/24 Tax Base	2024/25 Tax Base	Change
H	110,629	111,995	1,366
Q	-9,952	-10,016	-63
E	1,180	1,345	165
(H-Q+E)	101,857	103,325	1,468
Z	-19,708	-19,843	-135
(H-Q+E) - Z	82,149	83,482	1,333
((H-Q+E) - Z) x (F/G)	83,039	84,408	1,368
Collection Rate	96.00%	97.00%	1.00%
Council tax base	79,718	81,875	2,158