



Report for:	Cabinet	Item Number:	
Title:	Corporate Planning 2015-2018		
Report Authorised by:	Nick Walkley, Chief Executive		
Lead Officers:	Erica Ballmann, Head of Policy and Business Management, Kevin Bartle, Assistant Director for Finance, Simon Jones, Assistant Director for Communications		
Ward(s) affected: All	Report for Key/Non Key Decisions: Key		

1. Describe the issue under consideration:

- 1.1. On 16 December 2014, Cabinet agreed to begin a substantial consultation process with residents, businesses, partners on the Council's draft Medium Term Financial Strategy (MTFS) and draft Corporate Plan.
- 1.2. This consultation process closed on Sunday 18th January and a detailed report setting out the contributions received can be found at Appendix 1.
- 1.3. Our public engagement process was divided into two parts:
 - Pre-budget consultation which took place between September 29th and November 10th seeking feedback on emerging priorities;
 - MTFS and Corporate Plan consultation between December 17th and January 18th, seeking feedback the three-year vision and budget.
- 1.4 The purpose of the MTFS and Corporate Plan consultation was to involve residents and businesses in the budget making process and formulation of the Corporate Plan, inviting feedback before detailed plans and proposals are developed. Over 1000 comments have been received from residents, businesses and partners as part of the consultation process between 16th December 2014 and 18th January 2015. This does not include the public engagements events and meetings with particular groups that have taken place



over the same period or the 1000 representations and comments received on our Investing in Our Tomorrow consultation last year.

- 1.5 This is not the end of our engagement process. Further consultation will be undertaken as detailed plans and proposals are drawn up and specific service changes and transformation takes place. The same applies to equalities impact assessments which will need to be finalised and considered before any final decisions are taken in respect of any individual proposals. As detailed proposals and changes take place, full impact assessments will be undertaken, consulted on and findings published.
- 1.6. Cabinet are now being asked to note the responses from residents, business and partners in the consultation report, agree a final version of the Corporate Plan 2015-18 and agree the final 2015-18 Medium Term Financial Strategy.
- 1.7. The MTFS report sets out the Council's General Fund revenue position, the Council's capital programme, the Housing Revenue Account (HRA) capital programme, the HRA revenue position and the position relating to the Dedicated Schools Budget (DSB). It also reflects any changes as a result of the Local Government Financial Settlement and any changes to the proposals published in December 2015.
- 1.8. Subject to Cabinet's approval on 10th February, these proposals will then be considered by all Members at full meeting of the Council on 23 February.



2 Cabinet Member introduction from the Leader of the Council:

This report, our final Corporate Plan and Medium Term Financial Strategy (MTFS), set out an ambitious, long-term vision for Haringey that focuses on improving the place and outcomes for all who live and work here. Setting short-term goals or just managing decline provides neither the stability our partners need nor the improvements we all want to see for the borough. We want to work with communities to make Haringey an even better place to live and intend to encourage investment and create opportunities for all to share in.

In December 2014, we published a draft Corporate Plan and MTFS. Since then, we have been consulting on those plans and have talked to hundreds of residents, businesses and partners. You have told us the things that are important to you: a consistently high quality of education and more support for younger people, stronger networks of support for older and more vulnerable people, cleaner and safer streets, more affordable housing, a healthier Haringey and greater investment in our town centres.

Some people have, quite understandably, expressed concerns about the reduction in council funding and believe that many of these things will be difficult to achieve. In no way do we underestimate the challenges ahead. Since 2011/12, our budget has reduced by £117 million, and over the next 3 years we must reduce it by a further £69 million. This means a 60 per cent real terms reduction in core funding by 2018-19. This is a common national picture and in the context of increasing demand, particularly in terms of school places, housing, health and social care, local authorities are faced with making some very difficult decisions.

Haringey Councillors have, since December, been reviewing the savings proposals and taken into consideration the outcomes from public consultation and the views of the Overview and Scrutiny Committee. As a result, some changes have been made, including in particular, the removal of £5.7m of saving proposals relating to adult social care packages. However, these changes mean that over the lifetime of the MTFS, there is a need to use £4.3m of our reserves. We will, nevertheless, still reach a sustainable budget position by 2017/18.

We are committed to supporting local people, not least by continuing to freeze council tax, ensuring that every child and young person is able to attend a good or outstanding school or early years setting, and delivering £1bn of inward investment to create more jobs and new homes. The job of a council has changed in recent years beyond all recognition. We cannot continue to be an organisation that simply focuses on delivering services for people in the way we think best. Our focus must be on securing better outcomes for our communities through partnership working, co-production and a focus on positive economic growth which brings investment and opportunities for local people.



3 Recommendations:

It is recommended that Cabinet:

3.1 Consultation Feedback – attached at Appendix 1

3.1.1 Note the summary of the consultation feedback.

3.2 Corporate Plan – attached at Appendix 2

3.2.1 Agree the final version of the corporate plan *Building a Stronger Haringey Together* as the blueprint for the Council's vision and outcomes from 2015-2018;

3.3 Medium Term Financial Strategy – attached at Appendix 3

- 3.3.1 propose approval to the Council of the 2015/16 revenue budget and the Medium Term Financial Strategy (MTFS) 2015-2018, pending final inflation allocation to priority budgets as set out in Annex 1;
- 3.3.2 propose approval to the Council of a General Fund budget requirement of £277.034m as set out in Annex 1 but subject to the final decisions of the levying and precepting bodies and the final local government finance settlement;
- 3.3.3 propose approval to the Council of the General Fund capital programme 2015-2018 detailed in Annex 2;
- 3.3.4 propose approval to the Council of the HRA capital programme 2015-2018 detailed in Annex 3;
- 3.3.5 propose approval to the Council of the HRA Medium Term Financial Strategy 2015-2018 detailed in Annex 4;
- 3.3.6 approve the housing tenants' service charges set out in Table 5;
- 3.3.7 note the proposal to introduce additional service charges for tenants in Supported Housing Schemes as set out in Table 6 such proposals to be subject to consultation and equality impact assessments and final decision by the Cabinet or Cabinet Member if they are to proceed;
- 3.3.8 approve the housing rent increase, of on average, £2.36 (2.2%), as set out in paragraphs 14.5 and 14.6;
- 3.3.9 propose a Dedicated Schools Budget for 2015/16 of £236.477m as set out in Annex 5;
- 3.3.10 approve the change to the value of the Secondary Schools lump sum element within Haringey Schools Funding Formula, endorsed by the Schools Forum and set out in paragraph 17.12;
- 3.3.11 approve the responses made to the Overview and Scrutiny committee recommendations following their consideration of the draft budget proposals contained within the MTFS 2015-2018 (Annex 6);
- 3.3.12 note that this report will be considered by the Council at its meeting on 23 February 2015 to inform their decisions on the 2015/16 budget and the associated Council Tax for that year;



- 3.3.13 delegate to the Chief Financial Officer any minor adjustments, individually up to £250k, that may be necessary to finalise the 2015/16 budget as a result of the final Local Government Finance Settlement being announced by the government and / final grant figures notified by other bodies. This would impact on the recommendations set out above.

4 Alternative options considered:

- 4.1 There is a need to identify £69m of savings from the Council's budget over the next three years. This is in addition to savings of £117 million identified over the previous three years. As we approach the 2015 General Election, it is clear that all of the major national political parties remain committed to reducing the deficit and that the public sector will need to bear its share of the funding reductions needed to achieve this aim.
- 4.2 Key principles which have informed our overall approach are:
- 4.2.1 That our focus should be on outcomes, not services, to ensure the Council's budget is most effectively spent, on the things that really matter to residents;
 - 4.2.2 We must have a long term view on delivery of outcomes and resources, both budget and staff, to ensure the most effective approach and best value for money.
 - 4.2.3 Residents should be at the heart of all our plans.
- 4.3 Alternative options considered included a traditional corporate plan, not clearly related to budget; a budget focussed in detail on only 2015/16 and publishing simple proposals for consultation with staff on budget proposals rather than a joined up approach setting out a three year strategy. However, the scale of change required mean that this approach would risk a misalignment between the priorities set out in the corporate plan and the budget, and therefore poor value for money and risk to the achievement of objectives.
- 4.4 The Administration made a clear commitment to freezing Council Tax for the duration of the current electoral term in their 2014 manifesto. Consideration has also been given to increasing the Council Tax to contribute to the estimated budget shortfall. If a rise in Council Tax above 2% were proposed, this would require a referendum. Additionally, given that any increase would result in the loss of Council Tax Freeze Grant the benefit of raising Council Tax against the loss of that grant is not considered worthwhile.
- 4.5 A 2% Council Tax rise, which is the maximum that could be implemented without requiring a referendum, would generate c£1.6m additional income but would result in the loss of c£1m CT freeze grant, resulting in only a net £0.6m benefit. In addition, over one third of respondents to the consultation also said



that they either strongly supported or supported a council tax freeze. This brings in to question the worth of such an increase and therefore the proposal is not being taken forward.

5 Background information:

- 5.1 Over the three years from 2015/16 to 2017/18 the Council must reduce its budget by £69 million as a result of reductions in central Government grant. The scale of reduction, on top of previous savings, means the Council must fundamentally transform what it does in order that it can continue to support residents. The previous approach to budgeting taken by many local authorities of year-on-year changes and reductions in services cannot support savings of this scale and does not provide residents, businesses and partners with the same level of confidence and assurance as a three year plan.
- 5.2 Around 258,900 people live in Haringey (an increase of 3,300 since the 2011 census). By 2021, it is projected that the population will rise by a further 30,000.
- 5.3 Haringey has a diverse population, and many assets, including that diversity. We are also committed to ensuring a fair and equal borough to help all our residents thrive and achieve.
- 5.4 **The final version of the Corporate Plan 2015-18** (see Appendix 2) sets out a three year vision to make Haringey one of London's greatest boroughs where families can thrive and succeed. We will put growth at the heart of our priorities, supporting economic growth that everyone can benefit from, with access to the skills that will secure good, sustainable employment. We will work to make sure every child has the best start in life, and benefits from an outstanding education, and we will work with all our communities to ensure everyone can keep themselves healthy. We will work to create homes and communities in which everyone can thrive, and neighbourhoods that are clean and safe, where people feel proud to live.
- 5.5 We will support Haringey's residents to build a stronger future through 5 priorities:
 - Enable every child and young person to have the best start in life, with high quality education;
 - Empower all adults to live healthy, long and fulfilling lives;
 - A clean and safe borough where people are proud to live;
 - Drive growth and employment from which everyone can benefit;
 - Create homes and communities where people choose to live and are able to thrive.



These are underpinned by 6 cross-cutting principles:

- Prevention and early intervention – preventing poor outcomes for children, young people and adults and intervening early when help and support is needed;
- A fair and equal borough – tackling the barriers facing the most disadvantaged and enabling them to reach their potential;
- Working together with our communities – building resilient communities where people are able to help themselves and support each other;
- Value for money – achieving the best outcome from the investment made;
- Customer focus – placing our customers needs at the centre of what we do;
- Working in partnership – delivering with and through others.

5.6 **The final version of the Medium Term Financial Strategy 2015 to 2018** (see Appendix 3) sets out a three year plan for the Council and the financial issues that have been taken into consideration.

5.7 The proposals in the final version of the MTFS contain some important changes reflecting what we have heard from residents as part of the consultation process and other adjustments following confirmation of the level of Central Government funding. Details of these changes are set out in full in the MTFS section of this report.

5.8 The consultation process with residents and businesses was extensively publicised in the local media and online, signposting people to an online survey or local library where consultation packs were available;

- 975 consultation packs were sent out to community groups using HAVCO's database;
- Businesses and trader groups were written to for their specific feedback;
- 150 letters from the Leader were sent to stakeholders and partner organisations.

5.9 In addition, Cabinet Members have also:

- visited a number of residential, day and drop-in care centres across the borough;
- attended all Area Forums and some local neighbourhood forums;
- visited a number of schools;
- organised meetings with various partner and voluntary organisations in the borough and hosted an event for partners that was attended by over 50 organisations and local stakeholders.



6 Consultation Feedback:

- 6.1 This section provides a brief summary of consultation responses to the 2015-2018 MTFS and Corporate Plan. A response to the key issues raised can be found at paragraph 7 of this report. The full report of all consultation feedback received can be found at Appendix 1.
- 6.2 The consultation was divided into two parts:
- Pre-budget consultation which took place between September 29th and November 10th seeking feedback on emerging priorities;
 - MTFS and Corporate Plan consultation between December 17th and January 18th, seeking feedback on the three-year vision and budget.
- 6.3 The purpose of the MTFS and Corporate Plan consultation was to involve residents and businesses in the budget making process, inviting feedback before detailed plans and proposals are developed.
- 6.4 Both the pre-budget and MTFS/Corporate Plan Consultation was organised around 7 key themes:
- Young people and families
 - Adults and healthy living
 - The environment and community safety
 - Economic growth and employment
 - Housing
 - Other budget proposals
 - Equality Impact Assessment
- 6.5 As set out in the full report, the Council held around 25 separate meetings during the MTFS and Corporate Plan consultation period. More than 450 representations were made to the Council through a survey or through letters and emails.



6.6 A brief summary of significant themes that were raised during the consultation is set out below. A much more detailed summary looking at individual issues raised across each of the areas is included in the full report.

6.6.1 **Council tax:** respondents to the online and postal survey were asked to what extent do you support the proposal to freeze council tax?

To what extent do you support our proposal?	Number	%
Total responses	305	82%
Strongly support	81	22%
Support	53	14%
Neither support nor do not support	63	17%
Do not support	50	13%
Strongly do not support	58	16%
Did not answer	67	18%
Total	372	100%

6.7 The consultation:

6.7.1 A number of people criticised the consultation process, saying that the period for consultation was too short, that there was insufficient details in many of the proposals and there were too few options. Some people felt that the title of the Corporate Plan “Building a Stronger Haringey Together” was misleading and at odds with the reduction in budgets and there were “too many mission statements” and “not enough tangible proposals.”

6.8 Budget making:

6.8.1 It was felt that the Council should be doing more to challenge the Government and fight for more resources rather than implementing cuts. Questions were also asked about why the Council is setting a three-year budget rather than one-year- budget. Some expressed the view that the Council should consider increasing council tax.

6.8.2 Many people also expressed the belief that reductions in Children’s and Adult budgets were being unfairly apportioned which meant that vulnerable people were being hit the hardest by the savings that are proposed.



6.9 Young people and families:

Youth Services:

- 6.9.1 Respondents questioned the statement that only a small number of people use council youth services and that Bruce Grove is a valuable hub for young people in Tottenham and a safe haven where people come together and learn from each other. Some people expressed the point that youth centres play a valuable role around skills and employment and more should be done to find alternative sources of funding. It was clearly felt that the future of Bruce Grove youth centre was under threat from the savings that have been proposed.

Childcare:

- 6.9.2 Affordable childcare is seen as a must across the borough and it was felt that children's centres play a strong role in providing high quality affordable childcare.

Children's Centres:

- 6.9.3 It was felt that there was a misunderstanding about the services that are provided, all of which play a major role in helping families and signposting services. Some people said that children's centres are crucial to integration and are non-stigmatising, where as it was felt that visiting people in their homes can be stigmatising with people more reluctant to engage.
- 6.9.4 A petition of 103 signatures was received in support of Pembury House Nursery School and Children's Centre.

Young people with complex needs:

- 6.9.5 It was felt that the budget reductions would undermine the quality of life of vulnerable young people. A number of people expressed the same point that people with autism need to have routines and people around them. Withdrawing services would reduce independence and impact on their physical and mental health. It was strongly felt that services for disabled people should not be withdrawn.

Pendarren Outdoor Education Centre:

- 6.9.6 A number of people, including past and present Head Teachers, highlighted the importance of the centre in developing team work, positive thinking, confidence and social skills. Overall it was felt that Pendarren is a great educational resource, providing young people across the borough with an equal opportunity for an educational



vocation which would potentially be lost is the centre moved towards a more commercial operating mode.

Schools:

- 6.9.7 It was stated that the quality of education across the borough should be of a consistent standard.

6.10 Adults and healthy living

- 6.10.1 The vast majority of comments centred on the impact the budget reductions would have on vulnerable people. These have been categorised across different themes as set out below.

Complex needs – general comments:

- 6.10.2 It was suggested strongly that it would be wrong to consider reducing services that would impact on the most vulnerable. Reducing services would impact on their quality of life and may cause deteriorating health. It was suggested that people with complex needs, such as autism, require structure and a loss of service would potentially leave people isolated and anxious. Many were concerned that a loss of service would also increase the burden on carers and families with people worried that they will not be able to cope.

Reablement:

- 6.10.3 Some respondents said that a reablement approach is ill-suited for people with very complex needs. It was also suggested that reablement services are poorly co-ordinated across the local NHS and particularly with acute hospital providers. It was stated that changes in day centres and residential care when reablement and preventative to maintain independence have been shown to work.

Day centres and residential care:

- 6.10.4 It was felt that the closure of day centres were at odds with the stated aims in the Corporate Plan. Many respondents expressed the view that day centres provide valuable support to elderly and vulnerable people, particularly around providing a structure and providing social engagement. . Closure would also place an extra burden on carers and may lead to increased social isolation and deteriorating health which potentially could place an extra cost burden on other parts of social care and the NHS. Many people said that day centres connected people and provided structure.



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The Haven:

6.10.5 Multiple letters were received from fourteen service users of The Haven and their carers/family. Service users, through advocates, spoke of the fear that they will have no-where to go and become isolated should it close. They felt that their health, quality of life and independence had improved since going to The Haven. Family members and carers spoke of visible improvements in health and wellbeing, with increased social interaction. They also said that The Haven provides valuable respite.

6.10.6 In addition a petition containing 102 signatures was received which said "This day centre is an important part of community life for older people with disabilities and mental health issues and should remain so."

Care packages:

6.10.7 It was expressed that a reduction in care packages would increase the burden on carers and family members in a way that would mean that many would struggle to cope to look after their loved ones.

Voluntary sector:

6.10.8 Some respondents said that the Council was increasing expectations on voluntary sector services while reducing its effectiveness through a proposed £1.6 million reduction in core funding.

Social care:

6.10.9 Some Concerns were expressed that a reduction in social care workers would impact on safeguarding and potentially put more people at risk of abuse.

6.11 Environment and community safety:

Streetscene and street cleaning:

6.11.1 Some respondents felt that street cleaning should be a major priority and were concerned that reductions in budget may lead to a reduction in service. While some people said that the service had improved it was felt that further improvements were needed. It was expressed that the service was still too reactive to problems such as fly-tipping, incurring greater cost.

Recycling and refuse:



- 6.11.2 Concern was expressed that the closure of the Park View Road recycling would increase fly-tipping. While there was general support for the proposal to remove street-side recycling points, a point was made that it would make it harder for people to recycle who did not have cars.

Roads and parking:

- 6.11.3 Mixed views were expressed about the introduction of a 20mph zone, with some respondents saying that it would be hard to enforce.

Community safety:

- 6.11.4 Some people stated that they would like to see more CCTV and that more work is needed generally to improve community safety, particularly around reducing gang activity.

Parks:

- 6.11.5 A number of people expressed concerns around proposals to increase income from events in parks which could bring unreasonable levels of disruption for local people, particularly around Finsbury Park.

6.12 Economic growth and employment:

Regeneration:

- 6.12.1 Some concerns were raised that regeneration in Tottenham may result in some residents and businesses being priced out of the area. Some felt there should be a stronger investment focus on other parts of the borough, particularly Wood Green.

Employment and skills:

- 6.12.2 The living wage was highlighted as being important, while concerns were raised about the impact of job reductions at the Council and partner organisations.

Business support and growth:

- 6.12.3 Views were expressed that the Council should focus on supporting business forums and improving shopping areas. A point was made that the Council should identify priority sectors and help more companies relocate to Haringey.



6.13 Housing and communities:

6.13.1 A number of people raised issues around the need for more affordable housing in the borough, with the need to bring more empty homes back into use. Many people expressed support for a Landlord Registration Scheme. Some concerns were expressed about the impact of regeneration schemes on existing affordable housing.

6.14 Other budget proposals:

6.14.1 A number of people raised issues around the need for more affordable housing in the borough, with the need to bring more empty homes back into use. Many people expressed support for a Landlord Registration Scheme. Some concerns were expressed about the impact of regeneration schemes on existing affordable housing.

Muswell Hill Library:

6.14.2 Views on the library's future were mixed, with some opposing any relocation while others believe a more accessible building is needed. Some people expressed the desire to see more detail before commenting.

Marcus Garvey Library:

6.14.3 All respondents who commented on the proposal felt that the current library space should be preserved and it was an important asset for people of Tottenham, particularly for younger people who may struggle to find sufficient to complete homework within their home.

Equality Impact Assessments:

6.14.4 A number of people commented that they felt that the current EQIA lacked sufficient detail. General points were expressed that the budget proposals would create greater inequality, resulting in the poorest and most vulnerable being worst hit.



7 Responding to the issues raised

The Budget Process:

- 7.1.1 The questions and comments raised around the budget process are noted. Three issues about the overall budget process were prominent – the setting of a three-year-budget, the proposal to freeze rather than raise Council Tax and the overall consultation process. All the available evidence points to a continued challenging financial environment for local government, and all local authorities including Haringey, regardless of the result of the General Election with all major parties committed to deficit reduction. Labour's Shadow Chancellor Ed Ball noted on January 5th that he does not foresee changes to current spending plans for local government.
- 7.1.2 The Council has to plan strategically over the next three years with many of the savings proposed requiring significant long-term changes in the way services are delivered. A single year budget would involve significant uncertainty for staff, stakeholders and residents, and put at significantly great risk the long term delivery of services and service improvements.
- 7.1.3 Haringey already has relatively high level of council tax compared with most London councils. The Government provides councils with an incentive to freeze council tax rates, which means that if we had increased levels to the maximum allowed before a referendum (2%) we would have only received an extra £600,000 in revenue once the loss of the incentive is taken into account.

The consultation process:

- 7.1.4 In response to comments around the consultation process, it must be emphasised that there will be no significant changes in services based on this consultation alone. Where major changes to service users are proposed after budget setting, detailed plans will come forward and decisions will only be made after much more detailed consultation which will take into account all the options available to the Council, including Equality Impact Assessments. The current process allow us to consider whether plans should be developed, and if they are, allow us to take on board feedback and where possible ensure that future proposals are co-designed with the community.

Young people and families:



Youth services:

- 7.1.5 Concerns were raised during the consultation process about the future of Bruce Grove Youth Centre. No proposal in the draft MTFS or Corporate Plan requires the closure of the centre. Bruce Grove Youth Centre will remain open. The Council will work with young people to develop the strategy for youth services and Young People in future. A draft strategy will be issued for consultation in March.

Children's Centres:

- 7.1.6 In response to concerns raised about the proposed reduction in the number of Children's Centres, it is proposed to allow for a longer period of consultation and engagement with users, stakeholders and parents who do not currently use centres to further develop the proposals on Children's Centres. This will also enable the Council to continue to work with the community in co-designing any proposed changes to the future operating model. Formal consultation proposals will be issued following that further engagement. However, the budget envelope is recommended to remain as set in the MTFS.

Pendarren Outdoor Education Centre:

- 7.1.7 The Council agrees with the views expressed that Pendarren is a valuable educational resource. While the Council has no desire to see this diluted, we do need to consider how we can reduce operating costs.

Children with complex needs:

- 7.1.8 The Council is proposing changes to services for children with complex needs, which will reflect the wider policy changes in the reforms under the Children and Families Act. We will conclude our options appraisal of respite services, including the residential respite offered through our in-house provision at Haslemere, and review our passenger transport policy. Detailed proposals will come forward for any changes that are made.

Adults and healthy living:



Adults with complex needs:

- 7.1.9 Having regard to the responses set out in the consultation, the Council has a responsibility to embed the changes set out nationally through the advent of the Better Care Fund, the Care Act and the SEND reforms of the Children and Families Act. This puts an increasing emphasis on early intervention, integration and joining up services around residents. In addition, the pressures on the public purse mean that we cannot continue to do things the way we have previously we need to promote health in all our policies, work with communities and transform our services.
- 7.1.10 Our experience in Haringey has demonstrated that people prefer to live ordinary lives in the community where they have the opportunity to have control over their lives. This includes people with complex needs.
- 7.1.11 We believe that the current model is not sustainable. In developing a three year plan we have been able to set out our vision, moving away from incremental budget cuts, to considering the changes that need to take place to deliver, within reducing budgets, equitable, inclusive support, for those who need services.
- 7.1.12 Haringey is committed to supporting the most vulnerable people in the Borough but difficult decisions have to be made because of the scale of the budget challenge.
- 7.1.13 People who are in receipt of adult social care, or who may need adult social care, have an assessment of need and the Council has a duty to meet assessed need. There is nothing in the medium term financial plan which changes that position. Everyone has the right to respect and dignity, and care packages that support this.
- 7.1.14 However, we have listened to what people have had to say and are now recommending that, on the basis of the consultation feedback, the proposal to make savings of £5.7m on care packages is removed. The Council will however, look to make changes to our reablement approach.
- 7.1.15 Promoting independence is a principle underpinning many of the proposals, as is the belief that vulnerable adults should not be segregated from the rest of society, but welcomed into and supported by it. Prevention and early intervention are central to this vision.
- 7.1.16 The Council needs to work with partners to intervene earlier but also understand the need to step care up and down as needs and the



ability of individuals, carers and families to cope also changes.

- 7.1.17 The Council needs to make money go as far as possible in supporting older and more vulnerable adults. When there is such pressure on the budget, to spend money on day centres that support only a small number of people with such needs is untenable and does not deliver equity and fairness. Our aim is to ensure that as many people as possible are supported to have social opportunities and support, but also that we use the money we have as wisely as possible.
- 7.1.18 The Council has said throughout the engagement process of recent weeks that reablement is not the answer for everyone. Where it has the potential to enable people to regain, and/or maintain, their independence, we will apply it. We believe that everyone has the right to choice and independence and it is right and proper that we support people to achieve that. We currently support younger adults with complex needs through enablement, which is a pathway which is about developing life skills so that people can engage safely in aspects of community life, and to develop goals to improve health and quality of life.
- 7.1.19 There is no suggestion that we will move away from assessing people's needs and ensuring that they receive services in accordance with those needs, but believe our assessment is as much about understanding people's strengths and potential and enabling people to realise that. We need to focus on early help and prevention to ensure people can live as independently as possible for as long as possible.

The Voluntary Sector:

- 7.1.20 We recognise the important role of a vibrant and diverse voluntary and community sector in the borough - and indeed, we commission numerous voluntary services across the council. Feedback has confirmed this understanding that local voluntary organisations are often well placed to deliver prevention and early intervention and to build individual and community capacity in line with our core objectives and across the reach of the Corporate Plan. We are keen to develop further our partnership with the sector, many elements of which are not funded by the Council, to strengthen our approach and to build on the many assets in the community. We believe the Corporate Plan offers a number of opportunities for further commissioning of the voluntary sector as we continue to move towards prevention and early intervention; we will continue to work with the sector to foster innovative approaches which are sustainable and draw in new investment to the borough.



Environment and community safety:

- 7.1.21 Points were raised about the future performance of the street cleaning service which will be taken on board in any future redesign of the service. It is also recommended that a review is carried out on the future of the Park View Road Reuse and Recycling Centre before any changes are made, which would enable us to give consideration to concerns raised about the impact any closure would have on fly-tipping.
- 7.1.22 The Council will also continue to engage with the community around park events and ensure that, where events are organised, they are done so with the minimum of disruption.

Growth and employment:

- 7.1.23 The consultation responses on Corporate Plan Priority 4 (Drive growth and employment from which everyone can benefit) were wide-ranging, reflecting the different strands of work that come together in this Priority. The council was particularly pleased to receive feedback from some of individuals and groups who are centrally involved in the borough's economic life, including the Muswell Hill Traders Group, and to receive constructive suggestions on how the overall vision for this Priority can be achieved.
- 7.1.24 Some respondents raised concerns about a range of issues including the impacts of regeneration on existing residents and businesses; the quality and salaries of new jobs being created; and the importance of tailoring support to town centres and both existing and prospective businesses. These issues are important to the council and will be at the heart of our plans as we implement this. Unsurprisingly, other proposals were raised which are not currently part of our plans; some have already been considered and not pursued for a variety of reasons, but others have clear potential merit and will be considered further.
- 7.1.25 Overall, while there were questions about the detail of implementation, the majority of feedback gave support to the broad approach the council has proposed for this priority. The council has therefore made only minor changes to the wording of the Corporate Plan itself – to ensure consistency with the recently published Economic Development and Growth Strategy – and will address many of the issues raised in the consultation feedback as it develops its plans for implementation.

Housing and communities:



- 7.1.26 The consultation responses on housing and communities demonstrated how passionately residents feel about access to high-quality housing and what the council can do to improve standards across Haringey.
- 7.1.27 In general, respondents supported the council's ambitions to build its own homes and for more shared ownership options to be among those. There was also support for the council's proposals for a private landlord licensing scheme and for getting empty homes back into use.
- 7.1.28 Common issues raised by respondents included a concern about the level of affordable housing in the borough, a need for more social housing and repairs to existing council housing, and concern that regeneration would price people out of the area.
- 7.1.29 At the heart of the council's proposed Housing Strategy is a focus on providing more high-quality affordable homes, with a mix of ownerships and tenures to support balanced and diverse communities. The council is committed to building more than 100 social rent and shared ownership properties in the next three years on small plots of underused land, as well as exploring options with communities at larger sites, through our Housing Investment and Estate Renewal Strategy, to see what the options are to bring long-term improvements. We are also investing money into the Decent Homes programme to improve existing council homes. Housing management is important to us too, and we maintain high standards for our own Council tenants and leaseholders, and set that expectation for local Housing Associations and landlords.
- 7.1.30 The Tottenham Strategic Regeneration Framework sets out our commitment to improving existing homes and building thousands of new high-quality homes – both to support existing communities' right to a modern home and to meet housing demand.

Muswell Hill Library

- 7.1.31 The range of views expressed are noted and The Council will ensure, should proposals be developed, that the community are involved in decisions around potential re-location and the future use of the site itself.
- 7.1.32 On wider issues, the budget recommendations set out a commitment to retain library services across the borough.

Marcus Garvey Library/Customer Services:



7.1.33 Concerns are noted. Through proposals coming forward we will give an assurance that any additional services that are delivered to improve customer access will not reduce current library space and we would ensure that any reconfiguration improves and modernises the space for young learners.

Equality Impact Assessments (EQIAs):

7.1.34 Every effort has been made to ensure that the draft EQIAs developed for the savings proposals were as complete as possible at this stage. EQIAs will be developed further as new operating models, service and policy changes are considered, consulted on and implemented over the lifetime of the three year MTFS.

Changes to the Corporate Plan:

7.1.35 These are set out in full within the Consultation report.

8 Comments of the Section 151 Officer and financial implications:

- 8.1 The robustness of the Council's 2015/16 budget and its Medium Term Financial Strategy is a critical role for the Council's Section 151 Officer. Ensuring that the budget proposals are realistic will be achieved in a number of ways including consideration of the budget setting process itself, the quality and extent of both statutory and non statutory consultation, the assessment and management of risks and the coherence of the working papers supporting budget proposals.
- 8.2 The basis for the £70m indicative budget gap was set out clearly in the December Cabinet report and is explained further in this report. The gap results largely from the 2014 Local Government Finance Settlement, analysis of the effect of on-going reductions in public sector expenditure produced by the Office for Budget Responsibility (OBR) and now the confirmation of our forecasts from the provisional Local Government Finance settlement, along with other independent sources.
- 8.3 Whilst the size of the budget shortfall remains, of necessity, an estimate, it is clear that it is a robust assessment of the extent of the challenge facing the Council.
- 8.4 It is appropriate, in the view of the S151 officer, to tackle the estimated shortfall over the three year period rather than over a single year given that: -
 - The Council needs to have clarity over the medium term on its direction of travel and what it is intending to achieve; this is set out in its Corporate Plan,



and the Medium Term Financial Strategy is an integral part of that service planning.

- Service improvements often take longer than a single year to implement and thus the Council needs a three year service and financial plan over that period so that we are transparent about the challenges we face and how the Council is tackling them.
- Members need to be given real choices and options about where to make service changes and the bringing together of service and financial planning enables this to take place over a realistic timeframe.

8.5 Whichever party wins the next election, they will need to pursue austerity measures of at least the same order as over the last 4 years; whilst there will be choices about how the overall resources are distributed between the government's priorities there is no evidence to indicate a 'softening' of the position in relation to Local Government.

8.6 The proposals in this report, as revised since the December report, now rely on the strategic use of reserves over the three year period 2015 – 2018. A sustainable budget position is however forecast for 2017/18 which will start to allow the replenishment of the reserves which have been used to balance the budget in 2015/16 and 2016/17. However, there remain significant uncertainties, particularly in the later years of the MTFS and so it is imperative that Members acknowledge and take action to manage identified and emerging risks.

8.7 The MTFS at Appendix 3 is primarily financial in its nature; comments of the Chief Financial Officer are, therefore, essentially contained throughout the report.

9 Comments of the Assistant Director of Governance and legal implications:

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

9.2 The Cabinet will need to ensure that where necessary, consultation is carried out and equalities impact assessments are undertaken and the outcomes of these exercises inform any final decisions.

10 Equalities and Community Cohesion Comments:



Haringey Council

- 10.1 Ensuring a fair and equal borough is a priority for the council and this is reflected in the objectives and performance targets we have set out in the Corporate Plan 2015-18.
- 10.2 Draft Equality Impact Assessments (EQIAs) were developed for the savings identified against each of the five priorities in the corporate plan and can be found [here](#) . Local resident and stakeholder feedback was sought on the EQIAs as part of the consultation process.
- 10.3 As the MTFS is a three year plan some of the proposals are still in their infancy as important decisions are still to be taken based on further analysis. Therefore they have not been worked up in sufficient detail to produce full EQIAs. Such EQIAs will be developed further as new operating models, service and policy changes are considered and developed over the lifetime of the three year MTFS.
- 10.4 Any individual proposals in the MTFS that will go to Cabinet for decision will each have a completed EQIA which will be published on the Council's EQIA webpage and these will be taken into account by the Cabinet before making any decision.
- 10.5 We will report on the cumulative equalities impact of the savings proposals as part of the Council's annual performance assessment report as well as progress against the success measures outlined in the fair and equal borough delivery plan.

11 Policy Implication:

- 11.1 The corporate plan and medium term financial strategy both contain within them policy implications. Where these are key decisions they will be subject to separate Cabinet reports.

12 Reasons for Decision:

- 12.1 The Council has a legal duty to set a balanced budget. This report sets out the strategic financial issues for the three year financial planning period to 2017/18, and updates on the process for setting the Council's 2015/16 Budget.

13 Use of Appendices:

Appendix 1:	Consultation Feedback Report
Appendix 2:	Corporate Plan 2015-18
Appendix 3:	Medium Term Financial Strategy 2015-18



Haringey Council

14 Local Government (Access to Information) Act 1985

The Corporate Planning 2015-18 Cabinet report of 16th December 2014 can be found [here](#).

http://applications.haringey.gov.uk/index/council/how_the_council_works/equalities/eia/eqia-dec14.htm