

MTFS Budget Reduction Proposals - Your Council

REF	Capital Scheme Ref/ Flexible use of Capital Receipts	Priority	Category	Title	Description	2020/21	2021/22	2022/23	2023/24	2024/25	Savings Total £'000	Capital Investment £'000
						£'000	£'000	£'000	£'000	£'000		
20/25-YC01		Your Council	Efficiency savings	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	13	-	-	-	-	13	-
20/25-YC02	FUCR	Your Council	Increase in income	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by CIPFA, is a counter fraud service developed to supply data analytics, investigations and recoveries service for London local authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.	25	25	-	-	-	50	75
20/25-YC03		Your Council	Increase in income	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K.	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K. In December 2017, the Council's Legal Services entered into a Service Legal Agreement (SLA) with Haringey CCG to provide legal support with the CCG cases within the Haringey Learning Disability Partnership. These are cases relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. They include cases in the Transforming Care Programme.. Since the SLA, Haringey CCG has been referring cases to Legal Services and the feedback of the support has been positive. The arrangement has enabled the CCG to access the Council's in-house legal expertise which is more cost effective. The support and encouragement of Adult Social Care, Children Services, Commissioning and Public Health for the CCG to utilise our in-house provision is crucial. The proposal compliments the Borough Plan - Priority 2 - People The proposal is dependent on a slight increase in the level of new instructions from CCG to Legal Services.	30	-	-	-	-	30	-

20/25- YC04		Your Council	Efficiency savings	Finance Savings	The proposal seeks to make efficiency savings across the Finance function from a combination of: * Increased income - from providing services to external bodies and further revisions to recharging to non-GF heads * Reductions to the staff establishment enabled by the embedding of the Business Partner model * Longer term staff savings arising from the planned update or replacement of the Council's current finance system. These savings are not expected to be realised until 2022/23	340	-	200	-	-	540	-
20/25- YC05		Your Council	Efficiency savings	Alexandra Palace	The Alexandra Palace & Park Charitable Trust (APPCT) receives a revenue grant from the Council of £1,950k per annum as well as a capital grant of £470k per annum. The grants are given to the APPCT in furtherance of its charitable objectives. In recent years the grant has remained static at the levels set out above. Cabinet at its meeting in July 2019 agreed to pursue a reduction in the grant level with the APPCT. The APPCT is currently formulating its proposals to deliver the reduction.	195	-	100	-	-	295	-
20/25- YC06	652	Your Council	Service redesign	Libraries - Re-imagining our Libraries offer for a better future.	It is proposed that a new Library Strategy will shape the direction of the service for the next 5 years. The proposal includes exploring the full use of the buildings/space, creating community hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies, which can act as a key component to achieving our Borough Plan objectives. Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.	-	184	181	-	-	365	650
20/25- YC07	FUCR	Your Council	Service redesign	Extend FOBO approach to Wider Council	Extend FOBO model to all Council services based on analysis made in preparation for the current FOBO programme. The objective is to ensure all residents in need of support can receive it because those requiring straightforward advice and information can have easy access 24/7. An improved digital offer would ensure that the customer journey was straightforward and simple to navigate and automation of back-office processes would both speed up and improve the quality and accuracy of service to residents and reduce cost.	-	250	250	-	-	500	1,000
20/25- YC08	FUCR	Your Council	Efficiency savings	The proposal is to use Flexible Capital Receipts to fund ALL posts in the CPMO.	The proposal is to use Flexible Capital Receipts to fund some posts in the CPMO. The justification is that, while it is difficult to estimate the proportion of time that each 'delivery' staff member will spend on individual projects in a year, most will by definition be working on change projects for the majority of their time.	92	-	-	-	-	92	92

20/25- YC09		Your Council	Increase in income	Maximising income from filming and venue management	This proposal is in two parts. The first is to make Haringey more attractive to film companies by identifying vacant buildings for meanwhile use as production bases, and by making parking easier in order to generate income. The second is to consider employing staff, as an invest to save bid, to market the council's venues for events (currently uncosted).	6	6	3	-	-	15	-
20/25- YC10		Your Council	Increase in income	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertsing, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	110	52	50	-	-	212	-
20/25- YC11	FUCR	Your Council	Efficiency savings	Review of Corporate Centre	We are looking at ways to reconfigure the corporate centre in the light of the LGA Corporate Peer Review recommendations as set out in their final report published in February 2019. One aspect of this is the recommendation to bring together the teams with skills in policy and strategy, data analysis, and problem solving, which, the LGA peers argued, would in itself help to provide better support to the organisation. There are currently 5 senior posts leading these teams: Head of Policy and Cabinet Support at Head of Service level, and leads at PO7 and above in Policy, the Leader's office, the Corporate Delivery Unit (CDU), and Performance and Business Intelligence. The proposal is to reduce the number of senior posts to 4.	214	-	-	-	-	214	59
20/25- YC12	653	Your Council	Efficiency savings	Digital Services - Proposed Contribution	The proposal is for the Capitalisation of infrastructure staff who support the delivery of programmes/projects. This will either be via Capital receipts used to pay for staff who work on tranformative initiatives or Capital funds where staff produce a tangible asset in relation to the work undertaken.	345	-	-	-	-	345	400
TOTAL - YOUR COUNCIL						1,370	517	784	0	0	2,671	2,276

Financial Implications Outline

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

The saving has been established based on current and projected expenditure.

No additional investment is required to make this saving, but it is dependent on the service continuing using an electronic case management system and bundling software.

Delivery Confidence

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

5

Indicative timescale for implementation

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

Implementation Details

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

The changes has already taken place and the reduction in annual subscription negotiated and the number of files going into storage is reducing.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

This proposal will have no impact on the service and is not linked to the Borough Plan objectives and outcomes.

Negative Impacts

N/A

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

Positive Impacts

The working practices are already established so there will be no impact on staff members.

Negative Impacts

N/A

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

This proposal does not affect the discharge of the Council's statutory duty.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Computer system failure and the server can no longer access the information	H	L	Liaise with IT to regularly upgrade and future proof check system.

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

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

20/25 - YC02

Title of Option:	Income from joining the London Counter Fraud Hub		
Priority:	Your Council - P5	Responsible Officer:	Minesh Jani, Head of Audit and Risk Management
Affected Service(s) and AD:	Corporate Governance / Legal Services - Bernie Ryan	Contact / Lead:	Minesh Jani, Head of Audit and Risk Management

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

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

The London Counter Fraud Hub, managed by the Chartered Institute of Public Finance and Accountancy (CIPFA), is a counter fraud service developed to supply data analytics, investigations and recoveries service for London Local Authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.

This proposal delivers objectives set out in Priority 5 Your Council - The way the Council works of the Borough Plan; "We will be a Council that uses its resources in a sustainable way to priorities the needs of the most vulnerable residents".

It is anticipated the proactive counter fraud activities will contribute to generating additional income from Council Tax single person discount and Non Domestic rates.

There will be an increase in the work load of the Counter Fraud team and the proposals recognise the impact of this in the financial assessment below and in the net financial contribution anticipated from joining the Hub.

The initial tranche of £25k income is anticipated to arise from our activity using the National Fraud Initiative, which is less precise and will require considerable work to sift through the matching results. It is anticipated the next tranche of work using the Hub will also generate additional revenue.

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	- 25	- 25	-	-	-	- 50

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	-	75	-	-	-	75

Financial Implications Outline

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

The new net additional savings represents the net additional income realised by the Council, £50k. There are a number of assumptions: -

1. The London Counter Fraud Hub goes ahead. For the hub to be viable, a minimum of 26 local authorities have to join. At this stage, it is not known whether 26 local authorities will sign up.
2. Housing fraud resulting in recovery of properties is used to house homeless people thereby reducing cost in the use of temporary accommodation.
3. There will be an initial joining fee of £75k, and that this is capitalised (CIPFA suggest this is possible).
4. Where a fraud / error is identified, that at least 50% of the income due is collected as additional funds.
5. The savings identified at pilot authorities (Croydon, Islington, Camden and Ealing) will be realised at Haringey.
6. Procurement processes are complied with and the tender arrangements carried out by London Borough of Ealing are compliant. Full compliance is established.

Delivery Confidence

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	3, on the basis this is a new venture for the authority (see comments above re assumptions), and yet the proposals should yield financial and non financial benefits.
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Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/03/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes, provided Cabinet approves the Council joining the Hub (this is needed as the cost of the proposal over 7 years, which is the length of the contract, and will be £705k) please see assumptions above. The timeline is also reliant on the matches being carried out by CIPFA.		

Implementation Details

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

Discussions have already begun with Revenue Services (Council Tax and National Non Domestic Rates - NNDR) and with Homes For Haringey (Housing).

We are reliant on when a match is identified and available for investigations, though these should be available for the start of the 2021/22 financial year. Two additional Investigatory Officers will be appointed for one year to support the matches identified at the start of the project and allowance has been made for half a post in the Council Tax Team for on-going checks on potential fraudulent cases.

The success of implementation and the project will be in identifying a certain number of anomalies and fraud.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

This project will demonstrate the authority takes fraud seriously, and is looking to make sure its scarce resources is being used properly. The project will also generate additional revenue and regularise people who may be claiming SPD in error and may be entitled to Council Tax Reduction, based on their personal circumstances.

Negative Impacts

Members may view this project as a way of stopping residents entitlements for financial reasons. It is also anticipated ward members will receive increased enquiries about the work of the council in this area, and will be asked to refer such cases to the Corporate Fraud Team.

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

Positive Impacts

The Chair of the Corporate Committee has been consulted around stopping fraud and is supportive of this type of work.

Negative Impacts

This project has been in development for a number of years and though the project's feasibility is understood, there are a number of challenges, which are inevitable for a project this size as well as being a new venture. The decision to join will have to be based on recognising the risks set out above to ensure manage reputational and financial risks.

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

The work of the Counter Fraud Team is an important determinant of the Council's statutory duty to maintain an effective arrangement to fulfil the Accounts and Audit Regulations 2015 and S151 responsibilities under the Local Government Act.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The project does not go ahead	H	M	None possible for Haringey Council
The project does not identify the fraud / errors	H	M	Secure appropriate resources and data analytics expert

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

Financial Implications Outline

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

It is not anticipated that further staffing is required as the service in 2018/19 charged CCG £58.7K for the legal time spend on their cases with the current level of staffing. The service considers that with a slight increase in the number of new instructions it is possible that an additional £30K per year can be achieved.

CCG Cases 18/19				
Month	Charge - Internal	Disbursement	To be invoiced	Invoice number
April	£738.75		£738.75	1801453681
May	£2,098.00	£400.00	£2,498.00	
June	£4,361.85	£0.00	£4,361.85	
July	£6,050.22	£715.00	£6,765.22	
August	£4,226.64	£36.70	£4,263.34	
September	£3,831.66	£0.00	£3,831.66	
October	£9,688.79	£385.00	£10,073.79	
November	£7,782.70	£0.00	£7,782.70	1801461516
December	£3,519.85	£385.00	£3,904.85	1801465149
January	£7,091.12	£0.00	£7,091.12	1801470437
February	£5,776.45	£0.00	£5,776.45	1801509501
March	£3,494.24	£1,506.00	£5,000.24	1801530749
Total	£58,660.27	£3,427.70	£62,087.97	

Delivery Confidence

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

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes, but the relationship and future work levels needs to be discussed with CCG in detail before any long term commitment to deliver the level of income.		

Implementation Details

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

As indicated above, there needs to be a discussion with Haringey CCG on the likely demand for legal services relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. Following such discussion, a plan and timeline of cases to be referred to Legal Services will be prepared to include the cost estimates and likely income. Legal Service must also ensure that it has the capacity with the current staffing compliment to undertake the work required.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

The proposal and arrangement with Haringey CCG has enabled cases within the Haringey Learning Disability Partnership to be dealt with in a more efficient and cost effective manner. This is mutually beneficial to Haringey Council and Haringey CCG.

Negative Impacts

In some instances, priority will need to be given to Haringey CCG's cases. This has been carefully managed to date with the support of Adult Services

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

Positive Impacts

See above

Negative Impacts

See above

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

This proposal does not affect the discharge of the Council's statutory duty.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Work levels become too high for the staff levels to manage.	L	L	Hire temporary agency staff to cover.
The work levels do not materialise and the income target is not met.	L	M	Regular liaison meetings with CCG to review workload and see if Legal can assist with other cases.
Other internal client work is not done due to the diversion of resources to CCG.	L	L	Ensure fair balancing in the allocating resources.

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

Financial Implications Outline

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

The relevant details are provided above. Every effort will be made to avoid redundancies and consequently their associated and pension strain costs. If this is not possible the assumptions in this document are that these will be met corporately and therefore no cost has been built into the above figures.

The actual capital costs associated with the proposed finance system replacement/refresh have already been built into the Council's capital programme between 2020/21-2022/23 and have therefore been excluded on this form.

Delivery Confidence

<p>At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)</p>	<p>The proposed savings will be delivered via a number of different means and the delivery confidence of each is different, particularly as the Year 3 are dependant on system and management culture changes. A composite rating of 4 overall has been applied</p>
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Indicative timescale for implementation

<p>Est. start date for consultation DD/MM/YY</p>	<p>01/12/2019 (may not be required)</p>	<p>Est. completion date for implementation DD/MM/YY</p>	<p>01/04/2020</p>
<p>Is there an opportunity for implementation before April 2020? Y/N ; any constraints?</p>	<p>There are limited opportunities to implement the proposed savings before April 2020.</p>		

Implementation Details

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

No additional resources are currently envisaged to be required to deliver the proposals.

The successful implementation of the staffing changes will be measured through customer feedback and on going delivery of key finance activities such as producing the Statement of Accounts according to legislation timelines; setting annual budgets and producing and maintaining an effective medium term financial strategy & capital strategy; effective in year financial management and control.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

The proposed capital investment in the Council's financial systems should both help these revenue savings be achieved and provide a better manager self-service platform for business as usual financial management

Negative Impacts

The reduction in resources (primarily in in Year 3) will need to be carefully managed to prevent it from having a negative impact on the quality of financial services to the Council, which would not be actionable

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

Positive Impacts

The proposed capital investment in the Council's financial systems should both help these revenue savings be achieved and provide a better manager self-service platform for business as usual financial management

Negative Impacts

Some of the proposed savings will impact on staff / FTE numbers. Clear, regular communication with the finance community will help mitigate any impact on staff morale and agreed HR restructuring policies will be followed.

We will look to manage the impact of staff reductions on the rest of the organisation by clear communication, training on new system / processes and targeted support.

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

The Director of Finance is confident that the 2020/21 savings can be made without impairing the sound financial administration of the Council. The level of confidence is somewhat lower regarding the Year 3 step-up in savings as they are dependent on a number of factors. This later year projection will be reviewed in the next two budget cycles to ensure that it can still be achieved without adversely impacting on the Council's financial management.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Non-achievement of commercial income	L	M	Proactive role in new housing delivery models
Non-delivery of financial system change	M	M	Corporate focus on the review/implementation

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

Financial Implications Outline

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

It is not anticipated that there will be a capital investment requirement in order to deliver the savings. Income generation may be relevant to the savings proposal but the APPCT does have a trading arm, Alexandra Palace Trading Limited (APTL), which currently gift aids its profits to the APPCT. Further exploration of the scope of the APTL to provide gift aid to the APPCT may contribute to achieving the savings requirement.

Delivery Confidence

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

It is difficult to provide a level of confidence at this stage as only a preliminary discussion has been held with the APPCT officers. Say score of 3.

Indicative timescale for implementation

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

Implementation Details

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

The proposal will be implemented by the officers of the APPCT. There are no additional resources required. The implementation will take place as of the 1st April 2020 and will be undertaken by officers of the APPCT. The performance measure for the Council will be the reduction in grant. The APPCT will devise its own performance indicators.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

Require feedback from APPCT,

Negative Impacts

Unknown at this point.

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

Positive Impacts

Detailed response required from APPCT to assess the impact of the reduction.

Negative Impacts

Discussions are yet to be held with the APPCT to assess the impact of the reduction.

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

It will be for the APPCT to assess the effect of the reduction on its ability to meet its objectives.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Reduction not made	M	M	Discussions with officers of the APPCT.

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	Yes
Is a full EqIA required?	Yes

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

20/25 - YC06

Title of Option:	Libraries - Re-imagining our Libraries offer for a better future.		
Priority:	Your Council - P5	Responsible Officer:	Andy Briggs - AD Customer & Corporate
Affected Service(s) and AD:	Library Services	Contact / Lead:	Judith Walker - Head of Libraries

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

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and place libraries as a key enabler for wider council agendas including early help and prevention. With an expectation to reduce the net cost of the service by 15% (circa £400k).

The library service is run out of 9 static libraries and has a home library service. Two of the large libraries also include face to face Customer Service provision which was integrated into libraries in 2016. It has an annual net controllable budget in 18-19 of £3,189,840 employs 64.69 FTE staff. It has 25,451 active borrowers and a footfall of 1,406,369 from March 18 – February 19

Haringey Council are one of the few local authorities nationally that have not closed libraries, reduced opening hours or outsourced or supplemented its work force and core offer with volunteers. We have nine libraries open a total of 520 hours per week and average of 57.8 hours per library. Libraries are a statutory service, there is a manifesto commitment to retain 9 libraries. The driver for this proposal is to reduce the net cost of the service without compromising the statutory obligation of the Council.

A recent Libraries peer review identified opportunities to explore wider engagement with other council services such as Children's, Adults and economic development to recognise the physical and social value libraries could add.

The proposals align to the Borough Plan with respect to;

PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential.

PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities.

ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities

HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise.

The savings proposal includes exploring the full use of the buildings/space, and prioritising the functions that are required by communities today and in the future, rather than limiting thinking to the traditional view of libraries. The view is to create community hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives.

Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. However, any space taken up by other departments limits the availability of space for external income generation.

Therefore careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential. Income can also be generated through partnership opportunities e.g. Police, rental workspace, event hire etc.

Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.

Please complete Sections 3 and, if applicable, 4 of the Financial Benefits Detail Tab

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	-	184	181	-	-	365

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	300	350	-	-	-	650

Financial Implications Outline

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

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and places libraries as a key enabler for wider council agendas including early help and prevention. With an expectation to reduce the net cost of the service by 15% (circa £400k) over a two year period.

The approach relies on improving the infrastructure of the libraries through the agreed capital investment to enable to take a more commercial approach where appropriate and therefore to generate greater income and reduce the net cost of the service without cutting services or staff at this time;

- * Maximising the use of non-core library spaces that are currently underused or not used at all.
- * Co-working spaces
- * Room hire
- * Fees and charges
- * New opportunities (internal recharges, partnership opportunities, commercial opportunities, hosting events and working with book-sellers & publishers).

Delivery Confidence

Delivery Confidence – Stage 1

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

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	01/03/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No. Strategy will need to be developed as well as link to community assets work.		

Implementation Details

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

The savings will be identified during the development of the strategy with a view to implement the strategy during 2020/21. Additional resource will be required with an estimated cost of £230k to cover the cost of engagement and consultation and submitting funding bids to reduce the capital costs for adaptations where possible. Success will be measured through take up of spaces and income targets.

2021/22

Maximising the use of non-core library spaces that are currently underused or not used at all.

Three of the six branch libraries have upper floors that are inaccessible and as a result their use is limited. In the case of Stroud Green & Harringay Library for example, the first floor is not compliant with fire regulations and is not accessible, there is no lift or accessible WCs. As a result, the service is unable to use or let out the substantial amount of space on the first floor. The proposal will require capital investment to make spaces accessible and improve the facilities on offer at all to make them more attractive to use and increase income.

Coworking Spaces

It is proposed that we transform some of our under-utilised spaces in libraries to provide an in-house managed affordable coworking spaces service to generate an additional income of approx. £80k per annum. The income is calculated on a monthly fee of approx. £100pm for each work space. Research indicates that other existing providers fees range from £100pm to £350pm depending on location.

The spaces identified to date are –

- Alexandra Park Library – 8 workspaces
- Highgate Library – 10 workspaces
- Hornsey Library – 15 workspaces
- St Ann's Library – 10 workspaces
- Wood Green Library – 15 workspaces
- Stroud Green & Harringay Library - 8 workspaces

Coworking spaces offer an alternative option to the restrictive rents and leases of traditional office spaces and consist of people who work for a range of different companies, start-ups or for themselves. The spaces will be flexible and will offer office facilities for a few months or just one day a month to accommodate the different needs of users.

Case Study WIMBLETECH CIC

Since 2013, Wimbletech have worked with Libraries across London to maximise use of under-utilised space, creating an affordable spaces for hundreds of local start-ups. Through the process Wimbletech has established 10 pilots, 9 of which have been a success and are currently hosting 500+ Members who have helped deliver 600+ community events.

Wimbletech works closely with local Library Teams and also with National / International Library organisations to ensure that the programmes & activities that are delivered are in line with both local Library strategy and the wider Universal Library Offer.

Room Hire

Additional room hire income (minimum of £60k pa) will be achieved by reviewing our current room hire charges, increasing usage of library spaces and applying charges consistently across the Library Service. There is evidence that charges are not applied correctly across the Service and that spaces are not promoted within the local communities. The newly appointed Income Generation Coordinator will work with the Library Service Senior Managers and other council wide colleagues and key partners to secure additional use of spaces in line with the Borough Priorities and Community Asset Plans.

Fees & Charges

A benchmarking exercise of fees and charges will be completed to inform and make recommendations for revised fees and charges.

The review will include –

- All current fees and charges for services and activities provided by the Library Service
- Charges and arrangements for advertising spaces on screens to identify opportunities to promote the offer and increase take-up.
- All existing charges and arrangements for using Library spaces to ensure service level agreements and leases are in place and charges are appropriate and consistent throughout the Library Service.

New Opportunities

In addition, we will be exploring new opportunities to generate income for both 2021/22 and 2022/23 financial years, including -

- Introducing internal recharges for the use of library spaces where appropriate (or evidence added social value)
- Partnership opportunities with key partners such as the Police & CCG
- Commercial opportunities including coffee outlets
- Hosting festivals and marketplaces/craft shows in larger library spaces
- Working with book-sellers and publishers, including hosting author 'book launch events'.

2022/23

The proposal is to expand on the previous year's success and learning in increasing room hire and use of library spaces with the aim to ensure full utilisation of all spaces for the financial year 2022/23. This includes using spaces when Libraries are closed.

A review of the Library Service budget will be undertaken during 2021/22 for implementation April 2022 (approx. £100k pa)

The new opportunities for additional income identified during 2021/22 will be implemented by April 2022.

Impact / non-financial benefits and disbenefits

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

Positive Impacts

There will be a clear vision for the service that communities, internal and external stakeholders have had the opportunity to influence with an improved library offer that is more targeted to the locality. There will be an improved Civic presence delivered through Library buildings.

The proposals align to the Borough Plan with respect to

PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential.

PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities.

ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities

HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise.

Negative Impacts

Any changes to libraries can be perceived as an erosion of the library service despite this proposal being for a modernisation and expansion of the service. There may be a reduction in space for traditional library services.

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

Positive Impacts

Improved more targeted and developed library service and access to a wider service offer from partners and stakeholder groups as well as increased space with opportunities for community and business use. An internal stakeholder group with membership from Adults, Children, Regeneration is showing early indication that there is an appetite for this collaborative vision. Integrated services, future proofing our library services and maximising the use of the buildings. Achieving borough plan objectives.

Negative Impacts

Potentially disruptive period during implementation.
This will be mitigated through consultations and engagement with stakeholder groups.
Potential link with other programmes such as Connected Communities unknown and unexplored.

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

Operating model would have to ensure statutory requirements are met, which will be included in the Strategy.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Local opposition	H	H	ensure surveys and consultation cover all current and potential users/stakeholders and non users

Has the EqIA Screening Tool been completed for this proposal?	Yes
Is a full EqIA required?	Yes

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

20/25 - YC07

Title of Option:	Extend FOBO reform approach to all Council services		
Priority:	Your Council - P5	Responsible Officer:	Andy Briggs
Affected Service(s) and AD:	All	Contact / Lead:	Andy Briggs

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

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

The proposal is to implement the proven approach to process and technology improvements from the Front Officer Back Office (FOBO) programme to all Council services to fundamentally improve the experience of our customers. Those who require fast service 24/7 should be able to achieve it, creating the required time to serve those people in need of more personalised support. This will include:

- simplifying and automating internal and external customer contact processes (e.g. utilising the internally developed Haribot technology);
- simplifying communication with residents through thorough review of all written materials;
- deep re-design of webpages;
- and replacement of core systems where required.

Learning from successes already achieved, the FOBO Programme has demonstrated it will achieve savings and make improvements to customer and citizen experience by making effective changes to make processes within the council.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	-	250	250	-	-	500

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	400	250	-	-	-	650

Financial Implications Outline

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

The FOBO programme has demonstrated it can achieve up to 30% savings in areas of customer service and the back office. The analysis suggests that there is are at least £1.5m of equivalent process activity in other council services (Adults, Children, Planning, Housing, etc), providing a realistic savings opportunity of c£0.5m.

Delivery Confidence

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

3

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	01/03/2023
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No. Significant resource constraints. Current round of FOBO needs to embed.		

Implementation Details

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

Estimated 24 months from initiation to completion. Project team investment will be front loaded to consult and engage across the Council. Thereafter, a project team built from internal and limited external support will deliver and implement the programme.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

Improved customer experience and reduced demand. Improved intelligence for service providers due to better data capture.

Negative Impacts

The programme will have to assess and mitigate any negative impact on customers who are unable to interact digitally. The FOBO programme has shown how this can be successfully delivered.

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

Positive Impacts

Reduced demand. Improved productivity. Better operational data. Improved use of resources.

Negative Impacts

Potentially disruptive to current modus operandi. Linkage and impact on Community First currently unknown and unexplored.

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

Operating model would have to ensure statutory requirements are met. Initial feasibility study suggests that this is feasible.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Limited resources within other services to implement	H	M	Develop detailed implementation plan, and resource management to implement development in stages across the various services.

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

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

20/25 - YC08

Title of Option:	Partial capitalisation of CPMO		
Priority:	Your Council - P5	Responsible Officer:	Andrew Rostom
Affected Service(s) and AD:	CPMO	Contact / Lead:	Andrew Rostom

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

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

Summary:

The proposal is to use Flexible Capital Receipts to fund some posts in the Corporate Programme Management Office (CPMO). The justification is that, while it is difficult to estimate the proportion of time that each 'delivery' staff member will spend on individual projects in a year, most will by definition be working on change projects for the majority of their time. If we exclude the Head of Service role, 50% of Corporate Programme Officer (& 1 x L/T sick), then the saving will be in the region of £92K.

Risk:

This is completely dependent on the availability and continued use of capital receipts to fund these costs. If for any reason there is either insufficient capital receipts to meet these costs or a change in policy around use (either internally or externally), then it will not be possible to deliver these cost reductions.

Financial Benefits Summary

Savings <i>All savings shown on an incremental</i>	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
New net additional savings	92	-	-	-	-	92

Capital Implementation Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Total Capital Costs	92	-	-	-	-	92

Financial Implications Outline

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

Savings determined by assuming all staff in CPMO (aside from Head of Service, 50% of CPMO Project officer and member on L/T sick leave) will have their costs paid through flexible use of capital receipts. Total capital receipts of £323k will be required for the team although the 'new' ask is £92k.

Delivery Confidence

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

4

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Could be implemented as soon as enabled to do so through the financial process.		

Implementation Details

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

Could be implemented as soon as confirmed by Corporate Finance and enabled to do so through the financial process.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

n/a

Negative Impacts

n/a

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

Positive Impacts

n/a

Negative Impacts

n/a

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

n/a

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The main risk to flag here is that this is completely dependent on the availability and continued use of Capital receipts to fund these costs. If for any reason there is either insufficient capital receipts to meet these costs or a change in policy around use (either internally or externally), then it will not be possible to deliver these cost reductions	H	L	Confirmation required from Corporate Finance

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	Yes
Is a full EqIA required?	n/a

Financial Implications Outline

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

Haringey Parking Income (running April to end of March each year):

2017/2018 = £15,428 Actual income

2018/2019 = £20,181 Actual income

2019/2020 = £26,000 Projected income current financial year

2020/2021 = £31,995 Projected income with new Parking changes.

2021/2022 = £37,991 Projected income with new Parking changes and momentum in the film industry has built for Haringey as a film friendly borough.

Proposed parking changes to make Haringey more 'film friendly'

i) For parking and display bays (3 day lead in)

Shorter lead in times entice commercials to the borough who typically work with less than a week's notice.

The production suspended 10 bays on two runs = £465.10

Scenario: Short lead time bring in 7 additional commercials per annum = additional £3,255.70

ii) Parking waivers

Based on £27.40 per vehicle per day

This form of parking works for all productions but is highly beneficial to those working with an inflexible budget who can't afford to suspend parking.

Scenario: 100 purchased per year = additional £2,740.00

It is recommended that these changes are implemented with the new Parking IT system and be operational from April 2020.

By introducing film friendly policies such as the proposed parking changes, Haringey as a whole will benefit from a rise in income as more productions will choose Haringey locations as they would now be able to facilitate them.

Word of mouth amongst Location Managers in the industry will build quickly once these proposed parking changes are made, hence strong projection for the following year.

Below are measure which have also been suggested by the film industry which they believe would further encourage filming and further increase income in the borough. However, at this time officers do not believe the changes are possible for the reasons outlined.

iii) Single Yellow Line dispensation

£60.40 per vehicle per day

Facilitates filming without the need for suspensions as well as supporting filming in areas where there are no bays to suspend.

Scenario: 100 purchased per year = additional £6,040.00

Single yellow lines are installed for a reason. This is usually because it would be unsafe to allow parking during certain time of the day.

Permitting parking may result in obstructive parking and congestion.

iv) Extending enforcement hours

Extending enforcement hours will interest productions who require streets to be completely clear of parking, this could be a period shoot, a Christmas commercial or a car stunt.

Scenario: Period shoot with 2 days worth of filming, 30 bays to be suspended per filming day across 8 runs = additional £2,377.40.

However, production will require prep/strike on either side of the filming days (3 day prep, 1 day strike) 10 bays, one run = additional £1,240.60

Additional parking income based on above scenarios = £15,653.70

Many CPZ's in the borough only operate 2hrs a day (e.g. 10-noon) Monday to Friday. This means that suspensions cannot only be in place during these operational hours and so if a film crew wants to gain access at 8am they cannot.

While we have had some requests to extend operational times in some areas, any change would be subject to consultation and be resident led. Therefore item iii and iv have not been considered in financial evaluations at this time but may be considered in the future.

Delivery Confidence

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

4

Indicative timescale for implementation

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

<p>Implementation Details</p> <ul style="list-style-type: none"> •How will the proposal be implemented? Are any additional resources required? •Please provide a brief timeline of the implementation phase. •How will a successful implementation be measured? Which performance indicators are most relevant? <p>Changes from seven to three day advance notice for parking suspensions (in Pay by Phone bays) will be achieved through a more streamlined application and payment process which will be made possible through a new Parking IT system which will be online from April. There may be some time to develop the specific suspensions capability and improvements but a certain amount of 3 day suspensions will be possible within the existing team structure and operation.</p> <p>The introduction of a virtual permission to park permit, which can be applied and paid for immediately online, will have a dramatic effect to encourage filming. In many occasions a film crew want to film at short notice but current suspension advance notice procedures do not allow this. The virtual permit will allow film crews to buy permits online and park immediately. This function will also be made possible by the new Parking IT system.</p> <p>There is a proposal to have 100% borough CPZ coverage over the next 2/3 years and this is where our net additional savings taper off. It must always be noted that the proposal for 100% coverage, is subject to resident demand and consultation responses.</p> <p>We are already at 70% and so this will not dramatically increase filming suspensions, as the remaining areas of the borough to be covered are mainly residential and so it is unlikely that we will introduce many Pay by Phone bays which are the ones of most use for short notice suspensions for filming.</p> <p>A more significant reason our income is not that of Camden or Southwark is that many of our CPZ's (around half) are only 2hrs a day. As most film crews want access from first thing in the morning and then throughout the day, these CPZ's are of little use to them.</p>
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Impact / non-financial benefits and disbenefits

<p>What is the likely impact on customers and how will negative impacts be mitigated or managed? List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)</p>
<p>Positive Impacts</p> <p>Discussions with representatives from the industry have led us to believe that there is interest to increase filming activity in the borough but that certain parking operations make this more difficult than in some other boroughs. Increased filming will assist in raising the profile of the borough.</p>
<p>Negative Impacts</p> <p>There may be occasions when increased filming and associated parking will result in complaints from local residents and businesses who pay for their parking permits but cannot park due to film crew vehicles. Any increase in parking in the borough means that more vehicles are parking and travelling into the borough. Therefore increasing pollution, congestion etc.</p>

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

Positive Impacts

Some businesses such as retail and food outlets will benefit from film crews working in the area.

Negative Impacts

Film crews taking up resident/business spaces.

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

Keeping residents informed of council services and initiatives.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Resident complaints at a lack of advance	M	L	We are only proposing to reduce advance warning to 3
Resident/business complaints at film crews	M	M	We will monitor filming activity and complaints and can

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	n/a

**Business Planning / MTFs Options
2020/21 – 2024/25**

20/25 - YC10

Title of Option:	Income from Outdoor Media - Strand 1 (Additional sites for on-street digital advertising and other advertising opportunities)		
Priority:	Your Council - P5	Responsible Officer:	Joanna Sumner
Affected Service(s) and AD:	Strategy and Communications	Contact / Lead:	Lesley Gordon

Description of Option:

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

The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertising, which are sympathetic to the surroundings and maximise the councils commercial returns;

1. Street Advertising

We have a contract with Clear Channel for digital on street advertising that came into effect in April 2019. For the existing contract we earn £175k per year for 15 sites in the borough. £129k of this has been taken as a saving with the remaining £46k contributing to the cost of the Communications Service. We are in discussions with Clear Channel on increasing the number of sites, and they are actively looking at potential sites in Tottenham and in the West of the Borough. Five additional double sided sites would generate £58k, 10 sites £116k. The contract includes provision for us to use these sites for a fixed proportion of the time for Council publicity.

2. Out of home advertising

Making use of the assets available to us and the viewability and high footfall locations. The commercial manager has met with a number of providers to understand their offering for the borough, and believes that CP media would be a viable and sound option for the borough. Negotiating a 60% return of revenue for the council approx. £22k in year after deducting implementation and further development costs, with an increase year on year. Potential opportunities include; eight welcome to the borough signs, one roundabout, 40 potential landscape signs, 17 car parks, 130 lampposts banners.

3. Libraries and Customer services advertising

Our libraries are an important part of our community, our footfall is high and subsequently these locations have a fantastic reach with high visibility. These locations will be an excellent platform for our local SME’s to have an out of home digital platform to promote to the community they serve. Sympathetic advertising on the entrance to our sites will generate an income, which will not only generate a return of revenue for the council - but also generate capital to invest in further screens in additional locations. We have explored a number of options, however, digital advertising screens will deliver the highest return for the council, and also give the communications and libraries service access to promote corporate messages. Potential of £70k savings after deducting costs for implementation and investment for further developments.

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	110	52	50	-	-	212

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

Total Capital Costs	-	-	-	-	-	-
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Financial Implications Outline

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

1. The level of additional income is based on an existing contract. The amounts have been determined on a per site basis. Five additional double sided sites would generate **£58k**, 10 sites £116k. The contract includes provision for us to use these sites for a fixed proportion of the time for Council publicity.

2. CP Media have given a projection of returns based on the assets we hold. We would be looking at a conservative return of **£22k** in year one (this takes into account the cost of the infrastructure in Year 1), with an increase year on year. Additional projected income for Year 2 is **£52k**. It will be the responsibility of the Commercial Manager and the Head of Comms to monitor the contract returns.

3. Packages for display would be dependant on frequency and length of advertising. To ensure that we encourage our local Small and medium-sized enterprises (SMEs) to advertise a cost effective advertising package will be put in place. Working to the library opening times, which is on average of 8 hours a day. Below gives an idea on a proposed rate card and projected returns. 8 hours a day will generate 2,880 advertising slots. It is of the commercial managers opinion, to generate a good return, and making this an affordable out of home advertising platform for our local SME's, we should look at a rate card of £1 per 10 seconds. This has the potential of generating over £2,500 per day, and £360k per annum, but this is based on them being used to full capacity. Therefore a realistic income of **£70k** per annum. However, £40k has been allocated in 19/20 to Libraries therefore incremental income of **£30k** from 20/21 is achievable after deducting costs for implementation and further development for future savings.

Delivery Confidence

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

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

Implementation Details

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

1. Current contract in place - negotiations will need to take place with Planning and planning approval will be needed for any new sites.
2. In order to optimise the return of revenue, approval was requested to agree to delivering via direct award through the ESPO framework as a priority.
3. Approval to purchase two screens at £10k - this is to be funded from existing Customer Services Transformation Capital budget.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

There is an positive impact the we can also use the sites for council and partners communication. Which can contribute to residents feeling more informed.

Negative Impacts

Residents may object to advertising from external agencies in certain areas.

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

Positive Impacts

Provide more opportunities to promote their services.

Negative Impacts

N/A

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

Keeping residents informed of council services and initiatives.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
No new sites are identified	M	L	None
No planning approval	H	L	Engage planning as early possible to identify sites

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

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

20/25 - YC11

Title of Option:	Review of Corporate Centre		
Priority:	Your Council - P5	Responsible Officer:	Joanna Sumner
Affected Service(s) and AD:	Strategy and Communications	Contact / Lead:	Joanna Sumner

Description of Option:

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

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

We are looking at ways to reconfigure the Corporate Centre in the light of the Local Government Association (LGA) Corporate Peer Review recommendations as set out in their final report published in February 2019. One aspect of this is the recommendation to bring together the teams with skills in policy and strategy, data analysis, and problem solving, which the LGA peers argued, would in itself help to provide better support to the organisation.

There are currently five senior posts leading these teams. The proposal is to reduce the number of senior posts to four. The proposal is also to change find efficiencies through releasing currently vacant posts and to change the way one of the two posts in the Communications team is funded, using flexible capital receipts to fund change-related communications, using a hub and spoke model of management so that the post-holder(s) have a home in the Communications team, but work alongside transformation programme managers and service leads.

Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	214	-	-	-	-	214

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs (flexible capital receipts)	59	-	-	-	-	59

Financial Implications Outline

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

One post in Communications to be funded from transformation resources (flexible capital receipts) represents a saving to the revenue budget of £59k, which is the cost of one PO4 officer, including on-costs.

Delivery Confidence

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

5

Indicative timescale for implementation

Est. start date for consultation DD/MM/YY	01/08/2019	Est. completion date for implementation DD/MM/YY	30/11/2019
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Y		

Implementation Details

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

Minor restructure, which involves deletion of vacant posts. For the post in communications, the proposal represents a change in the funding mechanism.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

This will require a reconfiguration of the corporate centre, which will, in line with the recommendations from the LGA Peer Review, ensure that the Council is fit to face the challenges and opportunities of the next few years.

Negative Impacts

Capacity will reduce. The service where capacity is to be reduced is actively involved in the implementation of savings elsewhere in the organisation so there could be an impact on the pace and quality of transformation across the organisation.

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

Positive Impacts

As part of the minor restructure proposed there will be a clear re-statement of the purpose of these services to ensure that reduced resources are most effectively deployed on the organisation's priorities.

Negative Impacts

There will be reduced capacity, which may put pressure on remaining members of staff if there is no corresponding reduction in expectations and in workload.

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

N/A

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Lack of capacity reduces ability to deliver transformation and performance improvement	M	M	ensure that remaining capacity is targeted in the most effective way, and at the organisation's highest priorities.
Dependency on continued use of FCR	H	L	Confirmation required from Corporate Finance

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	NO

Financial Implications Outline

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

The savings will be realised through the use of Capital and Capital Receipts to fund certain parts of staff work where it is shown that the work produces tangible assets or is transformational for the Council.

Delivery Confidence

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

4

Indicative timescale for implementation

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

Implementation Details

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

Implementation will be carried out alongside the Finance Business Partner.

The proposal will be implemented alongside the new Digital Services restructure. The new structure will provide the resources that will work on capital projects and the means to evidence this work.

The timeline starts currently in October, but that means the recruitment begins at that date. The full structure and associated projects will not begin until April.

The implementation will be measured through project management style reports about tasks completed against the job functions and checked with the Finance Business Partner to ensure compliance with Capitalisation rules.

Impact / non-financial benefits and disbenefits

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

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

Positive Impacts

To support the new aims of the Council to transform us to a Digital first authority.

To provide the necessary IT structure by the prudent allocation of capital resources as appropriate.

Negative Impacts

Discussion on funding streams can sometimes have an effect on staff.

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

Positive Impacts

The implementation of the IT function and the production and implementation of a digital strategy for Haringey is in line with the findings of the recent Peer Review and will be a positive impact for the Council.

Negative Impacts

None identified

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

This proposal does not target specific statutory requirements however Infrastructure rebuilds provide resilience across the whole authority enabling it to perform it's overall statutory functions and transformation projects support the drive to greater efficiencies.

Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The capitalisation of the work is not recognised	M	L	Digital Services will provide evidence as projects are worked on
That sufficient capital receipts are not forthcoming	M	L	Scaling down and re-prioritisation of projects

Has the EqIA Screening Tool been completed for this proposal?	Yes The posts mentioned in this MTFS proposal have been evaluated as part of the IT restructure.
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

Capital MTFS Schedule - Your Council

REF	Revenue Savings Reference	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
699		Your Council	Borrowing	P6 - Approved Capital Programme Contingency	4,500	-	-	0	-	4,500
650		Your Council	Self-Financing	Communities first programme	700	700	-	-	-	1,400
651		Your Council	Borrowing	Libraries condition and accessibility works programme	1,230	-	-	-	-	1,230
652	20/25-YC06	Your Council	Borrowing	Libraries - Re-imaging our Libraries offer for a better future	650	-	-	-	-	650
653	20/25-YC12	Your Council	Self-Financing	Capital Support for IT Projects	850	850	850	850	850	4,250
Total					7,930	1,550	850	850	850	12,030