

## MTFS Budget Reduction Proposals - Housing

REF	Priority	Category	Title	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Savings Total £'000	Capital Investment £'000
20/25- HO01	Housing	Service redesign	Transferring PSLs to the CBS	Private Sector Leasing properties are leased by the Council from private landlords for between one and five years with a guaranteed rent for the term of the lease. Leases are mainly based on 90% of the 2011 LHA plus a £40 a week management fee (the latter being a transfer from FHSG). The CBS has been established to lease properties purchased by the Council to use them as TA or to discharge homelessness. Unlike the Council, the CBS can charge the current (2019) Local Housing Allowance (LHA) for the area the property is located in. Therefore moving these leases could mean total additional rental income of £1.19m if all leases were transferred. This would require, in each case, the landlords agreement to do so and additional incentives may be required. A reduction in savings of 25% has thus been included to account for this and additional costs	68	136	136	136	136	612	-
20/25- HO02	Housing	Increase in income	HfH and Council Housing Programme-funding for Carbon Management team time	The Carbon Management Team undertakes a significant amount of work for Homes for Haringey and the Council housing delivery team. This proposal would make provision for the Carbon Management Team to recharge the Housing Revenue Account for this work. This work is undertaken by staff funded through general fund revenue budgets, and as such an equivalent saving can be made to the general fund revenue budget through recharge from the HRA.	40	-	-	-	-	40	-
<b>TOTAL - HOUSING</b>					<b>108</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>652</b>	<b>0</b>



### Financial Implications Outline

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

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

### Delivery Confidence

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

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

**Implementation Details**

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

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

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

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

**Positive Impacts**

N/A

**Negative Impacts**

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

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

**Positive Impacts**

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

**Negative Impacts**

N/A

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

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

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
The CBS is not set up	L	M	The leases could transfer to Capital Letters instead
Only a few properties transfer due to HB	H	L	Alternative savings would need to be sought
Landlords refuse to transfer	M	M	Incentives could be introduced/increased

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

**Delivery Confidence**

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

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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	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		



**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

N/A

**Negative Impacts**

N/A

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

**Positive Impacts**

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

**Negative Impacts**

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

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

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

## Risks and Mitigation

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

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

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

## MTFS Budget Reduction Proposals - Economy

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

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

<b>20/25 - EC01</b>
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<b>Title of Option:</b>	Head Lease Acquisition Programme		
<b>Priority:</b>	Economy	<b>Responsible Officer:</b>	Christine Addison
<b>Affected Service(s) and AD:</b>	HRP	<b>Contact / Lead:</b>	Bill Ogden

**Description of Option:**

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

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

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

The total amount of rent liability (ERV) for these properties is circa £2m (more if all the Wood Green properties have been ).

- The acquisition of these leases will rationalise the Council's property portfolio enabling the authority to better support economic growth and employment through more effective management of its property holdings and in support of the Economy objectives of the Borough Plan 2019-23.
- The project will better enable the Council to fulfil its obligations to tenants by becoming their direct landlord rather than an intermediary landlord.
- The project will comprise of the following elements:
  - Commercial Review
  - Legal Advice

### Financial Benefits Summary

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

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

**Financial Implications Outline**

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

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

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

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

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

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

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

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

**Delivery Confidence**

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

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	01/04/2020
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?

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

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

Phase 3: April 2020 onward: Acquisition programme.

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

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

**Negative Impacts**

N/A

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

**Positive Impacts**

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

**Negative Impacts**

N/A

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

Strengthens the Council's control in managing the estates.



## Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Owner unwilling to sell/abortive fees	L	M	Early approaches to head lessees

Has the EqIA Screening Tool been completed for this proposal?  <a href="#">EqIA Screening Tool</a>	Yes
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?

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

**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)

2

**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?	No		

**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

None

**Negative Impacts**

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

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

**Positive Impacts**

None

**Negative Impacts**

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

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

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

N/A

## Risks and Mitigation

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

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Overspend on reduced budgets	M	M	

Has the EqIA Screening Tool been completed for this proposal? <u>EqIA Screening Tool</u>	Yes
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 proposal is to apply for HRA funding through the standard procedure, for a total allocation of £100k per year, resulting in equal savings from general fund revenue each year.

**Delivery Confidence**

At this stage, how confident are you that this 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	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		



**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities

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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities

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

N/A

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Lack of eligible costs	M	L	Identify workstreams and eligible costs early on; these are already being undertaken as of 19/20
Housing delivery budgets over-allocated	H	M	Close working with Housing colleagues
Tight spend deadlines	H	H	To be discussed with Finance and Housing Colleagues

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

**Delivery Confidence**

At this stage, how confident are you that this 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	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?			

**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities

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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities

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

N/A

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Lack of eligible costs	M	L	Identify workstreams and eligible costs early on; these are already being undertaken as of 19/20

Has the EqIA Screening Tool been completed for this proposal? <a href="#">EqIA Screening Tool</a>	Yes
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 proposal is to apply further capital funding streams to realise a sustainable yearly savings in LBH revenue costs; however until the Tottenham Hale capital bid is confirmed this cannot be achieved.

**Delivery Confidence**

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

2

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	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?			

**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

None

**Negative Impacts**

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

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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities

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

N/A

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Lack of eligible costs	H	H	Capitalisation already high; areas delivering capital projects approaching maximum proportions
Lack of capital codes with capacity to shoulder costs	H	H	Identifying capitalisation already required is challenging as capital projects must be delivered within budgets
Cumulative risk with other savings proposals	H	M	Some activities must be revenue-funded, and this proposal could create complications

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

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

**Delivery Confidence**

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

2

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	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?			

**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities



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

**Positive Impacts**

None

**Negative Impacts**

None - no reduction in activities

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

N/A

## Risks and Mitigation

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

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

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?

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

**Delivery Confidence**

At this stage, how confident are you that this 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	11/02/2019	Est. completion date for implementation DD/MM/YY	01/08/2019
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Y - implemented July 2019		

**Implementation Details**

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

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

**Negative Impacts**

None

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

**Positive Impacts**

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

**Negative Impacts**

None anticipated.

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

N/A

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Permanent appointments are not made, leading to additional cost of interims	M	L	Recruitment processes is progressing within agreed timescales

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?

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

1. The additional income would be generated by agreeing to 3 no. firm offers from advertising agents a 50% expectation of 2 no. further offers and a 50% expectation of planning consent to a firm offer from 2 no. companies to fix an advertising wrap on one of the main office buildings.
2. 2 no. other advertising agents are discussing potential locations and a regularisation of advertising billboards on council land are being investigated
3. We would thus offer up and expected £100,000 income to be set against the ongoing budget deficit of the SPU team.

**Delivery Confidence**

At this stage, how confident are you that this 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	01/07/2020
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?

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

The implementation phase is from July 2020 to March 2021.

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

N/A

**Negative Impacts**

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
Planning consent	M	M	Mitigate risk by early discussion with planning team and agreement to work to civic benefit.

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?

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

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

**Delivery Confidence**

At this stage, how confident are you that this 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?	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 cost of implementing this will be absorbed within the current resources, as agency staff have already been retained and no additional resources would be required.

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

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

**Negative Impacts**

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**

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

**Negative Impacts**

N/A

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

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



## 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
Tenant affordability	M	M	Good communication and dialogue with tenants, with agreement of stepped rents and payment plans if appropriate

Has the EqIA Screening Tool been completed for this proposal?	Yes
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?

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

1. The additional income would be generated by a tender for access to unused assets as a concession contract. The tender would likely be a call -off or mini tender utilising an existing framework.
2. We would thus offer up and expected £20,000 income to be set against the ongoing budget deficit of the SPU team.

**Delivery Confidence**

At this stage, how confident are you that this 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	01/04/2021
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

**Implementation Details**

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

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

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

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

**Impact / non-financial benefits and disbenefits**

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

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

**Positive Impacts**

N/A

**Negative Impacts**

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

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

**Positive Impacts**

N/A

**Negative Impacts**

N/A

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

N/A

## Risks and Mitigation

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

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Planning consent	M	M	Mitigate risk by early discussion with planning team and agreement to work to civic benefit.
Public protest	M	H	Comms an essential part of the process

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

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

**Total**

<b>50,050</b>	<b>38,800</b>	<b>62,500</b>	<b>49,000</b>	<b>31,000</b>	<b>231,350</b>
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