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## Overview and Scrutiny Committee

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MONDAY, 1ST DECEMBER, 2014 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Adje, Blake, Connor (Vice-Chair) and Hearn

Co-Optees: Mr L Collier, Ms Y. Denny, Mr C Ekeowa and Mr K Taye.

### **AGENDA**

#### **1. WEBCASTING**

**Please note:** This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

#### **2. APOLOGIES FOR ABSENCE**

#### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 17 below).

#### **4. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

## **5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

## **6. CABINET MEMBER QUESTIONS - LEADER OF THE COUNCIL (PAGES 1 - 2)**

An opportunity for the Committee to question the Leader of the Council on her Cabinet portfolio:

- Growth and investment
- Commissioning
- Communications
- External partnerships
- Council performance
- Corporate policy and strategy

## **7. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR ECONOMIC DEVELOPMENT, SOCIAL INCLUSION AND SUSTAINABILITY (PAGES 3 - 4)**

An opportunity for the Committee to question the Cabinet Member for Economic Development, Social Inclusion and Sustainability on his portfolio:

- Tackling unemployment and worklessness
- Adult learning and skills
- Financial inclusion
- Social inclusion
- Post 16 education
- Increased job opportunities

## **8. FINANCIAL (BUDGET) MONITORING - PERIOD 6 (PAGES 5 - 22)**

To receive the Financial (budget) Monitoring paper as received by Cabinet on 18 November 2014.

**9. DEBT COLLECTION POLICY (PAGES 23 - 48)**

Report of the Assistant Director Finance – This report provides an early opportunity for the Committee to review and feed their views into the development of the Council's Debt Collection Policies.

**10. UPDATE ON THE TRANSFORMATION PROPOSALS IN HARINGEY**

Presentation by the Chief Operating Officer in respect of the Transformation programme in Haringey

**11. SCRUTINY PANELS REPORT BACK (PAGES 49 - 94)**

To note the minutes of the Scrutiny Panels:

- Adults and Health Scrutiny Panel – 29 September 2014 –
- Children and Young People Scrutiny Panel – 29 September 2014
- Environment and Community Safety Scrutiny Panel – 30 September 2014
- Housing and Regeneration Scrutiny Panel – 30 September 2014

**12. OSC FORWARD PLAN (PAGES 95 - 96)**

To note the Overview and Scrutiny Committee work forward plan.

**13. FORWARD PLAN (PAGES 97 - 110)**

For members to note and discuss whether OSC wishes to input into any forthcoming decisions.

**14. SCRUTINY PANEL MEMBERSHIP UPDATE (PAGES 111 - 114)**

To agree the proposed membership changes for the Environment & Community Safety Scrutiny Panel.

**15. FEEDBACK FROM CHAIRS OF AREA COMMITTEES**

**16. MINUTES (PAGES 115 - 120)**

To approve the minutes of the meeting held on 13 October 2014.

**17. NEW ITEMS OF URGENT BUSINESS**

**18. FUTURE MEETINGS**

15 December 2014  
27 January 2015  
26 March 2015

Bernie Ryan  
Assistant Director – Corporate Governance  
and Monitoring Officer  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Clifford Hart  
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21 November 2014

**Cllr Claire Kober**

**Portfolio briefing for Overview and Scrutiny Committee - 1 December 2014**

### **Vision for Haringey**

Over the next three years the Council will need to reduce its spending by around £70 million due to funding reductions from Central Government. That means we must make some hard choices – however we do not believe that less money means a worse service and it is not our job to simply manage decline. Instead our challenge is to find new and different ways to generate income, promote economic growth and create a stronger sense of team working across our communities to provide services and tackle local problems.

We must identify better value for money ways of doing what we do and target what we do much better, so that the money we spend is focussed sharply on achieving our priorities. We are ambitious for Haringey – it is already a great place to live and bring up a family, but there is much more we can do together to make it even better and in particular, ensure we create greater equity so that everyone in the borough can thrive and achieve their potential.

On 8<sup>th</sup> December, we will be publishing (for consultation) a draft Corporate Plan, 3 year medium term financial strategy, workforce plan and draft delivery plans. The Council cannot achieve the level of ambition we are setting out alone. It will require a stronger partnership with residents and businesses and a stronger working with our partners in the public, voluntary and private sectors. On 11<sup>th</sup> November, we hosted an event at Alexandra Palace which a whole range of partners attended. The purpose was to engage with a wider group of people on the development of our corporate plan for 2015-18 so that we collectively have a vision for the place as well as our organisation.

### **Engaging with Residents**

We continuously engage with residents, seeking their views on a whole range of matters. Between October 2013 and February 2014 3,762 took part in a consultation called 'Tottenham's Future' to help shape the Strategic Regeneration Framework and between September and November, our communications team led widespread discussions with residents to inform the priority setting in the corporate plan and MTFs. Activity was undertaken by Haringey's Association for Community Organisations (HAVCO), Together North London and Healthwatch Haringey.

Over 1118 people have taken part by:

- completing an online survey
- attending a borough wide roadshow
- attending one of seven area fora meetings
- attending dedicated outreach events in partnership with community groups to engage young people, older people, Turkish women and members of the Chinese, Polish, Latin American and Muslim communities
- attending one of 12 focus groups to discuss each corporate plan theme and refresh of the health and wellbeing strategy in greater detail
- a business breakfast meeting was also held to understand the views of our business community
- and/or writing to us

## **Growth and Inward Investment**

Growth is crucial for Haringey for a number of reasons. Our residents need more homes, more jobs and vibrant town centres, so growth is central to their greater prosperity and independence, better physical and mental health, lower child poverty and higher aspirations and achievement.

Key areas of our current work around growth and inward investment include:

- The Wood Green Investment Framework, which was approved by Cabinet in October, and sets out how we will bring together different regeneration schemes and underused land into one co-ordinated plan. The comprehensive strategy will aim to make the most of proposed new Crossrail 2 stations at Turnpike Lane and Alexandra Palace and improve connections between the town centre and the new homes, jobs, and public facilities being created to the west.
- The Economic Development and Growth Strategy, which will be coming to Cabinet in January 2015. This sets the direction for Haringey's economic development and growth over the next five years – enhancing our talent base, growing businesses and developing our infrastructure.
- The N17 Design Studio, which opened on the Tottenham High Road on 20 November. This transformed an empty shop to a working architecture practice, in a partnership between the council, John McAslan + Partners and the College of Haringey, Enfield and North East London. This is a great exam example of a new kind of business coming to Tottenham, alongside the exciting range of local food and drink producers who catered the opening event (Beavertown and Redemption Breweries, Craving Coffee, Flourish Bakery).
- Tottenham Hale Housing Zone bid, which was recently submitted to the Greater London Authority. This would see part of Tottenham Hale become a dedicated Housing Zone, with £28million in infrastructure funding unlocking brownfield sites and creating first-class public spaces. The funding would mean an extra 1,700 home build that would otherwise be unviable.
- The ongoing campaign to secure funding for four-tracing on the West Anglia Line. The line currently has two tracks, and suffers from a wide range of issues with capacity, frequency, speed and reliability. Doubling the number of tracks would drastically improve transport links for those in north Tottenham.

## **Headline briefing for Overview and Scrutiny**

### **Cllr Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability**

I have been asked by the Chair to provide a headline briefing to members of Overview and Scrutiny committee, and specifically to give an outline of the lead responsibilities.

The role is very light on service delivery so there is very little which can be directly measured in terms of outputs and while a significant part of the role covers my work on Sustainability and Carbon Reduction and this is a central plank of our economic development strategy – I have been told that this is not something the committee would like to explore tonight.

#### **So in a nutshell what is the challenge?**

Currently Haringey enjoys the third lowest level of job density at just 0.44 jobs per resident. While there are very few boroughs which have a higher than 1 job per resident, this does go some way to explain why we experience poor economic resilience and higher levels of unemployment.

I am very clear that the primary task of the role is to make sure we deliver a fully employed Haringey. This means tackling worklessness.

There are therefore two key elements to our challenge – which is about identifying the right interventions on both the supply and demand side of the labour market. In plain speaking this means making sure we have the people with the skills and talent to compete for the jobs both in Haringey and more importantly the rest of London, and making sure that Haringey itself is a provider of opportunities that is less reliant on the public sector opportunities.

On the demand side we are therefore looking at issues of business support, identify sectors we wish to target (a micro-industrial strategy of sorts eg design, greentech, fashion and textile), removing barriers to doing business (eg local regulation), high street regeneration and support, protecting and growing employment land (a planning issue). Without these we risk becoming a dormitory borough – and there is little evidence to suggest that stadium led regeneration schemes on their own deliver the kind of economic change we want to see. In particular is the need to ensure we provide the right mix of job opportunities which means something more than the retail, construction and hospitality jobs we are likely to see with the current plans.

On the supply side there are two fundamental key issues. We are unlikely to be able to create the quantity of jobs in Haringey to clear unemployment alone and even if we could it would be unrealistic to expect every single one of those jobs to go to a Haringey resident. We therefore need to ensure our residents and most critically our young people have the right skills to compete not just for jobs in Haringey but in the rest of London too.

This means looking at primarily our post-16 offer, which includes the Adult Learning Service, the FE and sixth form, the UTC that is offering and we are working to deliver further choice. It should be noted that the largest provider of post-16 opportunities is also out of borough in the form of City and Islington College and this is informative itself of the way we need to approach the challenge. Finally I am keen to ensure we identify and promote apprenticeship opportunities which a good pathway to secure employment.





**Haringey Council**

<b>Report for:</b>	Overview and Scrutiny	<b>Item Number:</b>	
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<b>Title:</b>	The Council's financial position as at September 2014 (Month 6)
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<b>Report Authorised by:</b>	Kevin Bartle – Assistant Director Finance (CFO)
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<b>Lead Officer:</b>	Neville Murton – Head of Finance (Budgets, Accounting and Systems) neville.murton@haringey.gov.uk
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<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decisions:</b>
All	Non-key

## 1. Describe the issue under consideration

1.1. To support oversight of the Council's financial performance this Committee receives regular reports covering the Council's latest financial position. The position as at the end of September 2014 was considered by the Cabinet on 18<sup>th</sup> November 2014 and that report is appended.

## 2. Cabinet Member Introduction

2.1. Not applicable.

## 3. Recommendations

3.1. That the Committee reviews the Council's latest financial position.

## 4. Other options considered

4.1. Not applicable.

**5. Background information**

5.1. Cabinet receives regular information on the council's finances, the latest of which sets out the position as at September 2014. This covers the Council's latest estimated capital and revenue outturn position.

**6. Comments of the Chief Financial Officer and Financial Implications**

6.1. These are included in the attached Cabinet report.

**7. Head of Legal Services and Legal Implications**

7.1. These are included in the attached Cabinet report.

**8. Equalities and Community Cohesion Comments**

8.1. Not applicable.

**9. Head of Procurement Comments**

9.1. Not applicable.

**10. Policy Implications**

10.1. Not applicable.

**11. Use of Appendices**

11.1. Appendix 1 Cabinet report dated 18th November 2014 – Budget Monitoring Report 2014/15 - Period 6.

11.2. Appendix 2 Cabinet report dated 18th November 2014 – Appendices 1 – 3.

**12. Local Government (Access to Information) Act 1985**

12.1. As per the appended report.



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<b>Report for:</b>	<b>Cabinet – 18 November 2014</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Budget Monitoring Report 2014/15 – Period 6</b>		
<b>Report Authorised by:</b>	<b>Kevin Bartle – Assistant Director - Finance (CFO)</b>		
<b>Lead Officer:</b>	<b>Neville Murton, Head of Finance (BAS)</b>		
<b>Ward(s) affected: ALL</b>	<b>Report for Key Decision</b>		

## **1. Describe the issue under consideration**

- 1.1 To consider the forecast financial revenue and capital outturns for 2014/15 based on actual performance to 30 September 2014 (Period 6) set out in **Appendices 1 and 2**.
- 1.2 To consider the proposed management actions and approve the budget adjustments (virements) set out in **Appendix 3** as required by Financial Regulations.

## **2. Cabinet Member Introduction**

- 2.1 The budget for 2014/15 requires the delivery of a significant level of savings in addition to those already successfully delivered in previous years. We are all aware that this is not the end of the savings and to that end we have been considering savings proposals which will meet the £70m gap that is currently estimated.
- 2.2 The demographic pressures that were apparent when the July position was reported to you have continued in both the Children's and Adults' Services budgets based on the budget monitoring undertaken as at the end of September 2014. This report explains the position in more detail.



**Haringey Council**

- 2.3 Directors and other relevant senior officers are continuing to keep the position under urgent review in order that we can deliver an overall balanced position by the end of the financial year.
- 2.4 I will continue to keep the Cabinet informed on these issues and I commend this report to you.

**3. Recommendations**

That Cabinet:-

- 3.1 Consider the report and the progress being made against the Council's 2014/15 budget in respect of net revenue and capital expenditure.
- 3.2 Approve the budget changes (virements), and note the transfers to/ from reserves approved by the Chief Financial Officer, as set out in **Appendix 3**.

**4. Alternative options considered**

- 4.1 This report proposes that the Cabinet should consider the overall financial position for 2014/15 in line with existing procedures.
- 4.2 A risk based approach to budget monitoring has been developed in order to manage the Council's finances in a time of economic and financial uncertainty.
- 4.3 Cabinet could choose to adopt a less rigorous regime and examine the financial position at a later stage. Projections could be marginally more accurate if a delayed approach was adopted, but there would be less time for robust development and consideration of management action and virements.

**5. Background information**

- 5.1 In overall terms a net revenue overspend of £2.2m is being forecast by officers for the Council's General Fund. Following Cabinet's approval in September for the transfer of £5m to Housing Revenue Account (HRA) reserves, a minor overspend (£70k) is being reported in respect of the HRA.
- 5.2 An overall capital underspend of £7.1m is being reported; the position against the General Fund capital programme is a forecast underspend of £3.3m; a £3.8m underspend against HRA capital projects is also being reported.

**6. 2014/15 Revenue Outturn Forecast**

- 6.1 Budget holders have provided an estimated outturn position based on data to the end of September 2014.



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**Summary Position**

**Table 1 – Summary 2014/15 Revenue Position**

£'000 General Fund	2014/15 Budget Variance		
	Budget	Estimated Outturn as at period 6	Variance
Leader and Chief Executive	3,967	3,967	0
Chief Operating Officer	83,542	82,817	(725)
Deputy Chief Executive	147,667	155,157	7,490
Dir. of Regeneration/ Planning	5,767	5,870	103
Non Service Revenue (NSR)	40,756	36,056	(4,700)
<b>Total</b>	<b>281,699</b>	<b>283,867</b>	<b>2,168</b>

£'000	2014/15 Budget Variance		
	Budget	Estimated Outturn as at period 6	Variance
Housing Revenue Account (HRA)	(10,432)	(10,362)	70

**Significant issues identified**

**Deputy Chief Executive**

- 6.2 There are pressures being reported within both Children's and Adults' Services. The former is currently projecting an overspend of £3.5m arising from pressures in the First Response team and the Looked after Children, No Recourse to Public Funds and Homelessness budgets, offset by management action and underspends elsewhere. The latter is forecasting an overspend of £3.5m on Adults' Social Care. Further details, including management actions to address these pressures, are set out below.
- 6.3 A previously approved budget saving of £2.25m has been actioned this year and taken from the Looked after Children's budget, however the number and cost of placements have not yet fallen to the targeted level. Since the last budget report, management action has been put in place including tighter managerial controls around new placements and a targeted review of high cost placements. This has resulted in a reduction in the forecast of around £350k. Further reductions are expected as a result of the continuation of this management action and will be reported on in future reports.
- 6.4 However other pressures have emerged including pressures in the staffing budget for First Response and support for families in need including homeless families and those with No Recourse to Public Funds. These pressures are being addressed as part of the ongoing improvement programme within Children's.
- 6.5 Within Adults, Haringey is continuing to experience high levels of demand for care across all client groups and the number of people receiving care has risen year on



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year. There is a management action plan to deal with the associated budget pressure in this service which includes:-

- Holding staff vacancies and reducing running costs in non care purchasing budgets;
- Improving systems and processes for recording and approval of care packages to increase the accuracy of the forecast and ensure that there is good gate-keeping; and,
- Reviewing existing care packages to check they are still appropriate, ceasing care that is no longer needed or referring clients for continuing health care assessment.

6.6 Clearly in light of the projected overspend these areas need to be kept under close review and progress towards bringing the projections back into line with the approved budget, monitored over the forthcoming months. The Senior Leadership Team are being kept apprised of progress on reducing the forecast overspend.

6.7 There is also a projected overspend within Schools and Learning of £490k. The largest component is the projected costs of redundancy payments within schools (£240k) although this figure may need further revision once all schools staffing plans are known. Most of the rest relates to income targets that are not being achieved. The Assistant Director for Schools is currently carrying out a review of traded services that will seek to address this issue.

### **Chief Operating Officer**

6.8 The variance within the Chief Operating Officer's (COO) budgets is a net £725k underspend which includes variations as outlined below:-

- Housing General Fund is reporting a projected underspend of £1.7m. This is mainly attributable to two factors. Firstly, reductions in contract costs in the Housing Related Support budget (£874k) this is a significant improvement from previous months following a review of contracts including termination of some due to poor performance. The second reason relates to an underspend in the direct budget of £732k due to favourable lease costs. However, this budget is volatile and the projection is subject to change as existing leases expire and rising rent levels may mean they cannot be replaced at the same cost. Following period 6, the responsibility for this budget transfers to Homes for Haringey as part of the Housing Unification process.
- There is a forecast £250k overspend in Environment & Community Services largely within direct services as a result of slippage in transferring the White Hart Lane Sports Centre to the new contractor Fusion; the loss of 17 further schools from the Catering service and costs of an emergency bridge repair.
- A £275k overspend in Libraries from a number of pressures including the service's inability to meet its income target; planned savings not achieved and costs of the interim head of service above available budget.



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- A £450k overspend in Customer Services predominately due to slippage in delivery of the 2014/15 savings, partially offset by forecast over achievement of court costs income.
- 6.9 The forecast underspend of £4.7m in Non Service Revenue (NSR) consists of an assumption that the Council's £2m contingency will not be required; that no call will be made this year on the recently approved borrowing costs budget to support the new acquisitions fund (£1.9m) and that the Council continues to manage down debt costs through its successful internal borrowing programme, which is currently estimated to contribute a further £800k this year.

### Housing Revenue Account (HRA)

- 6.10 Following the approval of Cabinet to transfer £5m to the Housing Revenue Account (HRA) Reserve, the HRA is currently forecasting an overspend of £70k. This comprises a forecast overspend of £689k in the company account, offset by projected underspends in the Managed (£536k) and Retained (£83k) accounts. The projected overspend in the Company Account is due to additional security costs related to pirate radio stations and slippage against savings targets. The underspend within the Managed Accounts is largely due to a reduction in the provision for bad debts.

### Regeneration Planning and Development

- 6.11 Currently Planning and Regeneration areas are reporting an overall overspend of £103k, although the Director has indicated that action is being taken in order to contain this within the coming months.

## 7. Collection Fund

- 7.1 The Collection Fund recognises transactions associated with both Council Tax and Business Rates collection activities. In both cases the Council is the billing authority with precepts being levied by the Greater London Authority for Council Tax and with Business Rates being shared between the Council (30%) the GLA (20%) and the Government (50%) under the Business Rates retention scheme.
- 7.2 Surpluses or deficits on the Collection Fund are settled between the relevant authorities after the end of the financial year and so have no direct impact on the Council's 2014/15 budget. However, the Collection Fund position does give an indication of performance for future years' and is an important element of the Council's longer term financial planning.
- 7.3 The estimated position on the Council Tax element of the Collection Fund at September (period 6) is a surplus of £3.1m of which £2.4m is attributable to Haringey Council's share.
- 7.4 The estimated position on the Business Rates element of the Collection Fund at September (Period 6) is a deficit of £2.6m of which £0.8m is attributable to Haringey Council's share.



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7.5 The estimated position on the Collection Fund for 2014/15 will be factored into the 2015 to 2018 Medium Term Financial Strategy.

## 8. 2014/15 Capital Programme and Capital Financing

### General Fund

8.1 The overall forecast position against the individual programme areas, as at period 6, is set out below.

8.2 The largest underspends within the programme are occurring in the Children's Services programme which account for £2.6m of the overall £3.3m underspend; this relates to a number of projects and is attributable both to programme slippage due in a number of cases to extended consultation periods and a reduced requirement for project contingency sums for a number of projects nearing completion.

**Table 2 – Summary 2014/15 General Fund Capital Position**

Area	Budget £000s	Estimated Outturn as at period 6 £000s	Variance £000s
Regeneration, Planning and Development	26,322	26,132	(190)
Children's Services	11,683	9,064	(2,619)
Chief Operating Officer/ Council wide schemes	7,867	7,776	(91)
Environmental Services and Community Safety	25,279	24,903	(376)
GF Housing	6,520	6,520	0
Adults	2,919	2,919	0
Public Health	116	116	0
<b>TOTAL General Fund</b>	<b>80,706</b>	<b>77,430</b>	<b>(3,276)</b>





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**Financed by:**

Capital Grants From Central Government Departments (inc SCE(C))	7,206	5,913	(1,293)
Grants & Contribution From Private Developers & Leaseholders	38	28	(10)
Grants & Contribution From Non-Departmental Public Bodies	95	0	(95)
Capital Funding From GLA Bodies	8,493	8,155	(338)
Use of Capital Receipts	13,690	13,359	(331)
Section 106	839	923	84
Financing From HRA	5,594	5,594	0
Financing From General Fund Revenue Account	3,827	3,917	90
Other Local Authorities	300	482	182
Prudential Borrowing	33,984	32,816	(1,168)
Use of reserves	6,640	6,243	(397)
<b>Total Capital Financing General Fund</b>	<b>80,706</b>	<b>77,430</b>	<b>(3,276)</b>

8.3 The conclusion from this is that the underspend on capital was originally intended to be financed primarily from Government Grant and Prudential Borrowing. Subject to any conditions upon the grant funding it should also be possible to reduce borrowing still further by applying the available capital grant to finance expenditure originally envisaged as being financed from borrowing.

8.4 However, before taking that decision it is important to note the currently low levels of capital receipts arising from disposals. The section below highlights this issue which, if the anticipated receipts are not achieved, would lead to an increase in the borrowing need for expenditure that was anticipated to be funded from receipts.

**Disposals**

8.5 The General Fund capital financing relies to a large extent on capital receipts from the Council's disposals programme. The current position against the forecast receipts is set out below:

**Table 3 – Capital Receipts**

	Original Forecast Receipts (MTFP Feb. 2014)	Current Forecast Receipts	Actual Receipts to date (period 6)	Variance against Current Forecast
	£000	£000	£000	£000
Capital Receipts 2014/15	8,591	22,106	1,183	13,515



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8.6 The current variance relates almost entirely to the anticipated receipt from Hornsey Depot which was anticipated, but not received in 2013. The current position remains that the Council was successful in defending a Judicial Review which was delaying the completion of the sale (and hence the associated receipt). Judgement is now awaited on whether the judicial review can be referred to the court of appeal, or is dismissed. If the case is dismissed the receipt should be available to finance capital expenditure in 2014/15 as anticipated. However any further delay would almost certainly have implications for the level of Prudential borrowing needed.

### HRA – 2014/15 Capital Programme and Financing Position

8.7 The HRA Capital Programme is forecast to underspend by £3.8m largely due to slippage on the Decent Homes programme from the contractors' original plans.

**Table 4 – Summary 2014/15 HRA Capital Position**

	<b>Budget £000s</b>	<b>Estimated Outturn at period 6 £000s</b>	<b>Variance £000s</b>
HRA Capital expenditure	56,800	52,995	(3,805)

#### Financed by:

Capital Grants From Government Departments (inc SCE(C))	25,480	25,480	0
Grants & Contributions from Private Developers & Leaseholders	2,500	2,500	0
Financing From HRA	9,482	5,677	(3,805)
Financing From Major Repairs Reserve (MRR)	19,338	19,338	0
<b>Total HRA Capital Financing</b>	<b>56,800</b>	<b>52,995</b>	<b>(3,805)</b>

## 9. Approval of Virements and Transfers to/from Reserves

- 9.1 In accordance with financial regulations, there are a number of requests for virement, both capital and revenue in nature, which require the approval of Cabinet, and are set out in **Appendix 3**.
- 9.2 In addition, the Chief Financial Officer (CFO) has approved a number of transfers to or from reserves. The Council maintains earmarked and general reserves for a number of reasons and the level of reserves and their purposes are considered and approved annually by Members when setting the budget. The CFO has the power to agree transfers to or from reserves having considered a formal request from officers, and members are being asked to note the approvals made.
- 9.3 Consequently budgets will need to be created in order to give officers authority to incur expenditure against such additional resources; associated virements are therefore required. Cabinet are asked to approve those virements that are above the delegated threshold and these are set out in the appendix.



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## **10. Comments of the Chief Finance Officer and financial implications**

10.1 As this report is primarily financial in its nature, comments of the Chief Finance Officer are contained throughout the report.

## **11. Assistant Director of Corporate Governance Comments and legal implications**

11.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that there are no specific legal implications in this report.

## **12. Equalities and Community Cohesion Comments**

12.1 Equalities issues are a core part of the Council's financial and business planning process.

## **13. Head of Procurement Comments**

13.1 n/a

## **14. Policy Implication**

14.1 There are no specific policy implications in this report.

## **15. Reasons for Decision**

15.1 Members' involvement in financial monitoring is an essential part of delivering the Council's priorities.

15.2 The constitution requires Members to approve certain financial transactions such as virements according to approved limits.

## **16. Use of Appendices**

Appendix 1: Forecast Revenue Outturn by Service Area

Appendix 2: Forecast Capital Outturn by Service Area

Appendix 3: Virements requiring Cabinet approval and transfers to/ from reserves for noting.

## **17. Local Government (Access to Information) Act 1985**

17.1 The following background papers were used in the preparation of this report:

- Budget management papers
- Medium Term Financial Planning Reports

17.2 For access to the background papers or any further information please contact Neville Murton – Head of Finance (Budgets, Accounting and Systems Team).

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<b>Assistant Director (AD) Area</b>	<b>Approved Budget</b>	<b>Estimated Outturn @ P6</b>	<b>Projected variation</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Leader and Chief Executive's Office - Total</b>	<b>3,967</b>	<b>3,967</b>	<b>0</b>
Chief Operating Officer - management	1,790	1,790	0
AD - Finance	5,787	5,787	0
AD - Customer Services	10,475	11,200	725
AD - Human Resources	2,674	2,674	0
AD - Environmental Services & Community Safety	35,270	35,520	250
AD - Housing	16,528	14,828	(1,700)
AD - Corporate Programme & Chief Information Officer	11,018	11,018	0
<b>Chief Operating Officer - Total</b>	<b>83,542</b>	<b>82,817</b>	<b>(725)</b>
Deputy Chief Executive	189	189	0
AD - Commissioning	10,784	10,784	0
Director - Children Services	45,326	48,826	3,500
Director -Adult Social Services	70,647	74,147	3,500
Director - Public Health	17,592	17,592	0
AD - Schools & Learning	1,791	2,281	490
AD - Communication	1,338	1,338	0
<b>Deputy Chief Executive - Total</b>	<b>147,667</b>	<b>155,157</b>	<b>7,490</b>
Director -Regeneration, Planning & Development	323	323	0
AD - Planning	2,005	2,069	64
AD - Regeneration	1,071	1,167	96
AD - Corporate Property Projects	(79)	(75)	4
Programme Director - Tottenham	2,447	2,386	(61)
<b>Director of Regeneration, Planning &amp; Devpt. - Total</b>	<b>5,767</b>	<b>5,870</b>	<b>103</b>
<b>Non Service Revenue</b>	<b>40,756</b>	<b>36,056</b>	<b>(4,700)</b>
<b>Total General Fund</b>	<b>281,699</b>	<b>283,867</b>	<b>2,168</b>

	<b>Approved Budget</b>	<b>Estimated Outturn @ P6</b>	<b>Projected variation</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Housing Revenue Account</b>	<b>(10,432)</b>	<b>(10,362)</b>	<b>70</b>

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**Capital 2014/15** - The aggregate projected position in 2014/15 is shown in the following table.

Capital Scheme	Approved Budget	Spend to Date	Forecast @ P6	Projected Variance
	£'000	£'000	£'000	£'000
Transport for London projects	5,832	731	5,832	0
Recreation projects	689	38	689	0
Leisure External Capital Works	11,269	5,856	11,069	(200)
Parking Plan	384	16	384	0
Street Lighting	412	28	412	0
Borough roads and footways	5,269	113	5,269	0
Other Small Schemes	249	21	173	(76)
<b>Total - Chief Operating Officer</b>	<b>24,104</b>	<b>6,803</b>	<b>23,828</b>	<b>(276)</b>
Corporate Management of Property	1,175	173	1,075	(100)
Accommodation/Smarter Working (TechnoPark)	21,156	19,055	21,156	0
Hornsey Town Hall redevelopment	789	100	789	0
Green Lanes	1,172	411	1,172	0
Recycling Centre Reprovision	300	475	482	182
Tottenham Regeneration MasterPlan	500	0	500	0
Growth on High Road - multiple	1,367	701	1,284	(83)
Highways & Parking	62	29	62	0
N17 Design Studio	140	1	140	0
Green Deal	336	0	50	(286)
Other Small Schemes	500	56	497	(3)
<b>Total - Regeneration, Planning &amp; Development</b>	<b>27,497</b>	<b>21,001</b>	<b>27,207</b>	<b>(290)</b>
Devolved Schools Capital	550	0	550	0
Hornsey School for Girls - Sports Hall roof	865	143	600	(265)
Fortismere football pitch drainage	100	0	100	0
Other secondary projects	200	0	200	0
Riverside School - Art and Music rooms	430	8	180	(250)
Planned Repairs & Maintenance	620	54	620	0
Belmont Replacement Windows	200	7	200	0
School Kitchen Enhancements	400	11	330	(70)
Electrical and ICT infrastructure projects	573	1	100	(473)
Alexandra Park Sports Club Drainage	0	19	19	19
Schools roofing works	200	0	200	0
Broadwater Farm ILC	301	5	301	0
Rhodes Avenue expansion	1,323	468	1,323	0
Belmont SEN & Entrance	300	3	90	(210)
Mulberry extension	69	18	69	0
Aiming High - Short Breaks for SEN	0	35	56	56
Capital for 2 year old provision	737	60	545	(192)
Temporary (Bulges) School Expansion	500	208	208	(292)
St James CE Primary - Temp Expansion	615	481	615	0
Alexandra - Permanent Expansion	370	70	370	0
Welbourne - Permanent Expansion	622	70	585	(37)
St Mary's CE Primary - Permanent Expansion	320	2	113	(207)
Bounds Green - Permanent Expansion	320	0	165	(155)
St James CE Primary -Permanent Expansion	450	61	450	0
Carer Home Adaptations	236	37	180	(56)
Primary Capital Programme Contingency	582	18	50	(532)
Programme Delivery	800	0	845	45
<b>Total - Children's</b>	<b>11,683</b>	<b>1,777</b>	<b>9,064</b>	<b>(2,619)</b>
Disabled Facilities Grant - Agency	1,536	157	1,506	(30)
Housing Aids and Adaptations	1,200	272	1,200	0
Multiple Client Group Schemes	183	(1)	183	0
Other Small Schemes	0	15	30	30
<b>Total - Adults</b>	<b>2,919</b>	<b>443</b>	<b>2,919</b>	<b>0</b>
Compulsory Purchase Orders	500	(440)	500	0
Other Small Schemes		(64)	0	0
Affordable Housing	6,020	20	6,020	0
<b>Total - General Fund Housing</b>	<b>6,520</b>	<b>(484)</b>	<b>6,520</b>	<b>0</b>
IT Capital Programme	940	151	872	(68)
Cross Directorate	2,602	623	2,602	0
Customer Services	2,000	0	2,000	0
Energy Efficiency Programme	968	0	968	0
Alexandra Palace	559	0	559	0
IT Evergreening	798	177	775	(23)
<b>Total - Other Corporate Schemes</b>	<b>7,867</b>	<b>951</b>	<b>7,776</b>	<b>(91)</b>
PHE Recovery Grant	116	29	116	0
<b>Total Public Health</b>	<b>116</b>	<b>29</b>	<b>116</b>	<b>0</b>
<b>Total General Fund Capital</b>	<b>80,706</b>	<b>30,521</b>	<b>77,430</b>	<b>(3,276)</b>
<b>Housing Revenue Account (HRA)</b>				
Housing Estate Improvement	1,000	104	1,000	0
Planned Preventative Maintenance	2,000	14	442	(1,558)
Boiler Replacement	5,000	445	5,000	0
Lift Improvements	1,191	671	1,091	(100)
Decent Homes	37,980	4,830	35,484	(2,496)
Mechanical and Electrical Works	3,539	162	3,769	230
Professional Fees	1,790	753	1,790	0
Fire Protection Work	1,000	0	1,000	0
Other Small Schemes	3,300	792	3,419	119
<b>Total - HRA</b>	<b>56,800</b>	<b>7,771</b>	<b>52,995</b>	<b>(3,805)</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>137,506</b>	<b>38,291</b>	<b>130,425</b>	<b>(7,081)</b>

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## Virements for Cabinet Approval

Proposed virements are set out in the following table.

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	Schools & Learning	Revenue	1,361	1,361	Budget Re-alignment	Budget adjustment to reflect the cessation of RM contract (ICT)
8	Commissioning	Revenue	287		Request to release funding from reserves	One Borough One Future programme - commissioned projects for 2014/15
8	Chief Operating Officer/Human Resources	Revenue	361	326	Request to release funding from Transformation reserves	Modern Reward Strategy Project
8	Chief Operating Officer/Human Resources	Revenue	606	143	Request to release funding from Transformation reserves	HR Programme Support
8	Chief Operating Officer/Business Infrastructure Programme	Revenue	851	0	Request to release funding from Transformation reserves	Business Infrastructure Programme Support
8	Chief Operating Officer/Human Resources	Revenue	127	338	Budget Re-alignment	Creation of a permanent budget within HR to fund the Council's Graduate Programme
8	Various	Revenue	390	583	Budget Re-alignment	Budget adjustments to reflect the final phase of the senior management restructure
8	Chief Operating Officer/Corporate Delivery Unit	Revenue	77	442	Budget Re-alignment	Creation of a permanent budget for the Corporate Delivery Unit
8	Corporate Programme Office & Chief Information Officer	Capital	775		Creating a new capital budget for the Evergreening programme as proposed by the Evergreening Portfolio Board (EVPB).	To ensure the continued delivery of a supported and compliant environment and capacity improvement of the data network. This will be fully funded from revenue contribution.
8	CYPS Capital programme	Capital	(276)		Re-profiling of budget into future years	Hornsey school for girls sports hall roof
8	RPD Capital programme	Capital	(995)		Re-profiling of budget into future years	Hornsey Town Hall redevelopment
8	RPD Capital programme	Capital	1,864		Additional approved budget for Technopark acquisition (Leader report 10/7/14)	Lee Valley Technopark redevelopment
8	RPD Capital programme	Capital	1,366		Load budget following agreement of funding carried forward from GLA	Growth On The High Road - improvement and development works on and around Tottenham High Rd
8	RPD Capital programme	Capital	1,172		Load budget following agreement of funding carried forward from GLA	Green Lanes - to create improvements to the public realm and to the facades of shops in Harringey Green lanes
8	HRA	Capital	(1,500)		Delayed start to the programme . Works to start in May 2015 to avoid winter working.	Planned Preventative Maintenance

## Virements for Noting

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	Schools & Learning	Revenue	514	514	Technical virement	Schools Swimming function has been transferred to Lesiure Services.
8	Schools & Learning	Revenue	3,300	3,190	Technical virement	Education Psychology and Inclusion Services . Service moved as part of the Council's reorganisation of the former CYPS directorate.
8	Schools & Learning	Revenue	65,353	65,353	Technical virement	DSG moved as part of the Council's reorganisation of the former CYPS directorate.
8	Schools & Learning	Revenue	2,996	2,996	Technical virement	Alternative Provision Service move from Schools to Commissioning as part of the Council's reorganisation of the former CYPS directorate.
8	Youth Community & Participation Service/ Commissioning	Revenue	2,303	2,303	Technical virement	Budget realignment to reflect change in structure and management responsibility. Youth Community & Participation Service cost centres from Commissioning to Children's Service.
8	Alternative Provision/ Commissioning	Revenue	511	511	Technical virement	Budget realignment to reflect change in structure and management responsibility. Behaviour & Alternative Prov. Mgmt cost centre (E41210) from Commissioning to Schools & Learning.
8	ECS	Capital	4,500		Technical virement	Boro Roads Capital Programme - payment to contractors account code re-aligned to payment to contractors infrastructure account code
8	Commissioning	Revenue	524	524	Technical virement	Substance Misuse - Management of service is moving from Adults to Commissioning
8	Public Health	Revenue	5,512	5,512	Technical virement	Amendment of account codes to properly reflect existing expenditure plans
8	Chief Operating Officer/Finance	Revenue	1,594	1,594	Budget Re-alignment	Budget adjustment to reflect the revised corporate finance structure

## Transfers from Reserves

Reserves						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	Commissioning	Revenue	287		Request to release funding from reserves	One Borough One Future programme - commissioned projects for 2014/15
8	Chief Operating Officer/Human Resources	Revenue	361	326	Request to release funding from Transformation reserves	Modern Reward Strategy Project
8	Chief Operating Officer/Human Resources	Revenue	606	143	Request to release funding from Transformation reserves	HR Programme Support
8	Commissioning	Revenue	93	46	Request to release funding from Transformation reserves	Services to Schools
8	Commissioning	Revenue	200		Request to release funding from Transformation reserves	Adults and Health Intergration
8	Chief Operating Officer/Corporate Programmes	Revenue	27		Request to release funding from Transformation reserves	Provision of Training for the BCS International Diploma in Business Analysis. Phase 2
8	Chief Operating Officer/Corporate Programmes	Revenue	28		Request to release funding from Transformation reserves	Provision of Training for the BCS International Diploma in Business Analysis. Phase 3
8	Chief Operating Officer/BIP	Revenue	222		Request to release funding from Transformation reserves	BIP - Continuation of the detailed design phase, specifically the Finance and Revenues and Benefits work streams.
8	Chief Operating Officer/Corporate Programmes	Revenue	200		Request to release funding from Transformation reserves	Customer Services Transformation & Business Infrastructure - Cultural change and change management
8	Chief Operating Officer/Corporate Programmes	Revenue	35	65	Request to release funding from Transformation reserves	Funding for Local Partnerships
8	Chief Operating Officer/Corporate Programmes	Revenue	851	0	Request to release funding from Transformation reserves	Funding for the Business Infrastructure Programme

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**Haringey Council**

<b>Report for:</b>	Overview and Scrutiny	<b>Item Number:</b>	
<b>Title:</b>	Review of the Council's Debt Policies		
<b>Report Authorised by:</b>	Kevin Bartle – Assistant Director Finance (CFO)		
<b>Lead Officer:</b>	Neville Murton – Head of Finance (Budgets, Accounting and Systems) Telephone: 020 8489 3176 neville.murton@haringey.gov.uk		
<b>Ward(s) affected:</b>	All	<b>Report for Key/Non Key Decisions:</b>	Non-key

## 1. Describe the issue under consideration

- 1.1. The Overview and Scrutiny committee has previously expressed a wish to be involved in reviewing and commenting on the Council's debt management policies and this report supports that request.
- 1.2. The draft policies attached are still at an early stage of development and, in addition, detailed operational guidance for staff has not been provided pending agreement of the proposed Target Operating Model for debt management activities under the Business Infrastructure Programme.

## 2. Cabinet Member Introduction

- 2.1. Not applicable.

## 3. Recommendations

- 3.1. That the Committee considers the draft policies attached and provides such comments as they feel necessary.

## 4. Other options considered

- 4.1. Not applicable.

## **5. Background information**

5.1. The Council's Business Infrastructure Programme (BiP) covers a number of transformational activities designed, amongst other things, to improve the effectiveness of processes; one strand covers debt management activities across the Council.

5.2. Income and debt collection processes are currently undertaken in a number of different service areas of the Council and staff have been working to various individual pieces of operational guidance. One of the key objectives of the BiP programme is that staff will work to a common set of policies which will provide fair and consistent treatment to those that owe the Council money.

5.3. A number of draft policies have been developed taking account of other public sector organisations policies and industry 'best practice'. The attached briefing notes cover three key areas within the debt management function:

- The Council's overall Debt Policy;
- The Council's Policy on 'Severe remedies'; and
- The Council's 'Write-off' Policy

5.4. The Target Operating Model (TOM) for debt management services is in the latter stages of development and these policies will, when approved, form a key component of the way staff will work.

## **6. Comments of the Chief Financial Officer and Financial Implications**

6.1. The attached policies have been developed within the Finance service and no additional comments are required.

## **7. Head of Legal Services and Legal Implications**

7.1. As the policies are currently in draft from specific legal comments have not been included for this report, although legal advice has and will continue to be, sought to inform the policies. Formal legal comments will be included at the time that approval to the policies is requested.

## **8. Equalities and Community Cohesion Comments**

8.1. Not applicable at this draft stage.

## **9. Head of Procurement Comments**

9.1. Not applicable.

## **10. Policy Implications**

10.1. Once approved the debt management policies will define the approach that staff take in this area.

## **11. Use of Appendices**

Appendix 1- Draft Debt Policy.

Appendix 2 – Draft Policy on Severe Remedies.

Appendix 3 – Draft Write-off Policy.

## **12. Local Government (Access to Information) Act 1985**

12.1. Not applicable.



# **Debt Management & Collection Policy**

“Promoting rights, responsibilities, fairness, consistency and proportionality.”

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### **7. Appendices**

- Appendix 1 - Council Tax Recovery Process
- Appendix 2 – Non-Domestic Rates Recovery Process
- Appendix 3 - Business Improvement District Levy Recovery Process
- Appendix 4 - Housing Benefit Overpayment Recovery Process
- Appendix 5 - Sundry Debt Recovery Process
- Appendix 6 - Use of Severe Remedies
- Appendix 7 - Enforcement Officer Code of Practice

## 1. Introduction

Haringey Council has a legal and fiduciary duty to all residents, and to businesses and other organisations that are active in the Borough, to ensure the prompt and cost effective billing, collection and recovery of all sums due to the Council. Delays in collection or non-recovery of debts can lead to higher administrative costs, increased borrowing requirement and reduced resources available for the provision of essential services.

The Council has developed this Fair Debt Collection Policy to promote its aims to be fair and consistent but also firm in the collection of monies owing.

## 2. Overview

### 2.1 Policy Intention

The intention of the Council in agreeing this Policy is to achieve the prompt collection of all sums of money it is due, whilst ensuring that a fair, proportionate and consistent approach is taken to the recovery of sums that are not paid when due. The prompt collection of monies due is essential to providing the financial resources needed by the Council to provide services to the benefit of local residents, businesses and other organisations.

### 2.2 Scope of the Policy

This Policy relates specifically to the collection of the forms of revenue shown below;

- Council Tax
- Non-Domestic Rates (Business Rates)
- Housing Benefit Overpayments
- Parking
- Housing Rent – Current Tenant
- Housing Rent – Former Tenant
- Hostel & Temporary Accommodation
- SAP Sundry Debts including:
  - Sundry Debt administered by the Council's Finance Corporate Debt Management Team
  - Leasehold Debt, managed by HFH Home Ownership Team
  - Adult Social Care Debt,

The Policy may be extended to include other forms of revenue collected by the Council.

### 2.3 Commencement and Duration

This Policy shall take effect from **September 2014**.

The Policy will have continuous effect but shall be reviewed from time to time, as required, to ensure that it continues to encourage best practice in the field of local authority revenue collection and meets current legislative requirements.

A review of the Policy shall be conducted at least once every five years.

## 2.3 Definitions

The following definitions apply for the purpose of this Policy in respect of the terms shown below.

**Arrears** - for the purposes of this policy the term 'arrears' is used to refer to a sum that is due to be paid to the Council, has not been paid and the date on which payment was due has passed.

**Debt** - for the purposes of this policy the term 'debt' is used to refer to an amount that is payable to the Council.

**Debtor** – for the purposes of this policy the term 'debtor' is used to refer to a person, persons, organisation or other legal entity that owes a sum of money to the Council. The term is used for convenience and is not intended to be pejorative.

**Severe Remedy** - for the purposes of this policy the term 'severe remedy' refers to an application to;

- Have the debtor declared bankrupt or other forms of insolvency.
- Register a charge against a property or apply for the sale of a property against which a charge is registered.
- **Apply for the debtor to be committed to prison.**

**Vulnerable Person** – for the purposes of this policy the term 'vulnerable person' refers to a person who has exceptional difficulty dealing with the payment of a bill because of their personal circumstances and who requires additional assistance in dealing with the bill in order to meet their financial obligation. Further explanation is provided under section 4.4 of this Policy.

## 3. Effective Revenue Collection

### 3.1 Good Practice in Revenue Collection

The Council aspires to achieve good practice in revenue collection. Good practice is considered to be achieving the best possible cash flow for the Council whilst ensuring that the liability to pay is calculated correctly, enforcement action is reasonable and those who are vulnerable are assisted in meeting their financial obligation to the Council.

To achieve good practice the Council will follow the principles shown below;

- Issue requests for payment promptly and accurately.
- Provide clear bills and recovery notices which show clearly what to pay, when to pay it and how to pay.
- Respond quickly to notifications of changes in circumstances and applications for exemptions, discounts and reliefs.
- Deliver benefit entitlements promptly and accurately.
- Commence action to recover unpaid amounts promptly to avoid the build up of arrears.

- Make it as easy as possible to pay bills by offering a wide choice of convenient payment options.
- Ensure that all debt recovery documents are clear and informative, detailing deadlines for repayment, the consequences of not paying and where possible the payment options available.
- Provide information about discounts, reliefs, reductions, exemptions and benefit and encourage the take-up of entitlement.
- Make it easy to contact the Council through a range of options including face to face, by telephone, by e-mail or in writing.
- Respond to all enquiries promptly and courteously.
- Signpost to sources of independent money and debt advice.
- Be proactive in identifying vulnerable persons and in providing them with advice to assist them in meeting their financial obligation to the Council.
- Wherever possible use the least severe method of recovering a debt (subject to the method realising payment in a suitable period of time).
- Instigate legal proceedings promptly where sums due are not paid.
- Recover the full cost of enforcement action from the debtor, but avoid imposing unnecessary or excessive charges.
- Respect the debtor's privacy by conducting enforcement activity as discretely as possible.

It is acknowledged that the easier it is to make a payment, then the more likely it is that payment will be made promptly. Therefore, a choice of convenient methods will be offered for payment of bills and invoices and details of these options will be provided with requests for payment.

Whatever the method of payment chosen it is the responsibility of the person making the payment to ensure that payments made reach the Council by the date they are due. The date payment is due will be shown on each request for payment.

Those having difficulty in paying will be actively encouraged to contact the Council as early as possible. Where a debtor contacts the Council because they are experiencing difficulty in making payment the following actions will be taken.

- Check whether the bill should be less or nothing at all by ensuring that all the relevant benefits, discounts, reliefs, exemptions and rebates are being claimed.
- Provide advice on the most appropriate payment methods.
- Consider agreeing a payment arrangement (see separate heading below).
- Provide advice regarding the next course of action that will be taken if payment is not made as required.
- Where appropriate advise them to contact an independent advice agency.

## **3.2 Making it Easy to Pay**

The Council recognises the need to make it as easy as possible for its customers to pay their bills. In order to reduce the cost to the Council and, therefore, local taxpayers the most cost effective methods of payment will be encouraged.

For most bills this will be Direct Debit because it is, by far, the most economical collection method available. It is also very reliable, easy to set up and cancel, and is backed by a refund guarantee. It is also the cheapest and most convenient method of payment for the customer.

Where Direct Debit is not available the preferred payment method will be on-line by debit or credit card. The range of payment methods offered is;



- **Direct Debit**

Direct Debit is the Council's preferred method of payment and is offered for payment of Council Tax, Non Domestic Rate, Housing Rent and Sundry Debts including Leasehold service charges.

For Direct Debit, services will offer a choice of payment dates and frequencies.

- **On-Line via the Council's Website**

Council Tax, Non Domestic Rates, Housing Benefit Overpayments, Commercial Rent and Sundry Debt invoices and reminders can be paid through the Council's website [www.haringey.gov.uk](http://www.haringey.gov.uk) and may be paid using either debit or credit card.

A service charge calculated as a percentage of the amount paid may be made where a credit card is used for payment. The full amount collected in service charges will be used to meet the charge made to the Council by its card payment service provider. The service charge made may vary in the event that the charge incurred by the Council changes.

- **24 hour Automated Telephone payment line (ATP)**

Payments for Council Tax, Parking Penalty Charge Notices, Housing Rent, Business Rates, Housing Benefit Overpayment, Commercial Rents and Sundry Debt invoices and reminders may be paid by debit or credit card by calling the Automated Telephone Payments Service on 0845 070 1414.

A service charge may be made where a credit card is used for payment as detailed above.

- **Post Offices and Paypoint Outlets**

You can make payments at a large number of PayPoint outlets for Council Tax, Housing Rent and Haringey Invoices using your allpay Payment Card (Rent), or using the barcode on the invoice (Council Tax and Haringey Invoice).

- **Bank Transfer / BACS / Standing Order**

Payment of Council Tax, Non Domestic Rates, Housing Benefit Overpayments, Sundry Debts and Commercial Rent may be made directly to the Council's bank account, details of which are provided with requests for payment.

### **3.3 Responsibilities of Debtors**

The Council expects any person or organisation that owes a sum of money to the Council, or should have a liability to pay, to comply with any and all legal obligations in respect of the liability or potential liability. The Council's commitments to a fair debt collection process are set out in this Policy and it is the Council's expectations that those owing sums to the Council will contribute to this process by abiding with the following principles;

- Pay amounts due promptly to ensure receipt by the Council on or before the date that payment is due.

- Follow instructions provided regarding the making of payments to ensure payments are credited correctly against the amount due.
- Inform the Council promptly of any changes to their circumstances that may affect the amount to be paid or the ability to pay.
- Notify the Council promptly if their address changes.
- Contact the Council promptly if it is believed the amount charged is not correct, both where the amount may be too much or too little.
- Contact the Council promptly if they are unable to pay an amount that is due.
- Respect the Council, its employees and its agents and respond to them courteously.
- Be frank and honest when providing information in connection with the billing, collection or recovery of sums due to the Council.

### **3.4 Arrangements for Repayment of Arrears**

It is the Council's expectation that all bills should be paid promptly as due. However, it is recognised that occasionally a debtor will experience genuine difficulty in making a payment when it is due.

Anyone experiencing such difficulty is encouraged to contact the Council at the earliest opportunity to discuss repayment options. Where contact is made consideration will be given to entering into an individual repayment arrangement based on the debtor's personal circumstances. The Council's staff will seek to obtain as much information as possible about the debtor's circumstances, as considered necessary in order to make the best assessment of their ability to pay and to determine a realistic payment arrangement. More detailed information is likely to be required where the debtor claims to be unable to pay the debt over a short space of time and where the debt will not be repaid in full by the end of the financial year.

Where a debtor refuses to divulge any information that is considered essential to assessing their ability to pay then no payment agreement will be entered into.

When undertaking a detailed assessment of a person's financial situation and evaluating their ability to pay an income and expenditure form replicating the form used by the Citizen Advice Bureau will be used. Expenditure declared will be measured against the Bureau's common financial statement. This will ensure a consistent approach is taken to assessing a person's financial circumstances using a widely recognised methodology.

In accordance with recognised good debt management practice the Council will expect the debtor to undertake to pay priority debts in preference to other debts. Priority debts are those debts that can result in loss of an essential service, loss of a person's home or imprisonment such as;

- Mortgage or Rent
- Council Tax
- Electricity
- Gas
- Telephone
- Water
- Secured Loan
- Child Support Agency deductions.
- Maintenance Arrears
- Income Tax
- VAT

- Court Fine

The principles that will be followed in determining repayment arrangements are;

- The Council will seek repayment of all outstanding arrears as soon as possible. Guidelines are as follows:
  - No more than 6 payments where repayment by instalment is agreed.
  - Amounts under £250, payment in full.
- Payment arrangements extending beyond guidelines should only be made in exceptional circumstances following a detailed assessment of the debtor's ability to pay.
- The Councils preferred method of repayment for any arrangement is Direct Debit.
- Repayment should commence promptly and the first payment of any payment arrangement should normally be payable within no more than one month of the agreement being reached.
- Where liability is ongoing any arrangement will require payments to be over and above the on-going monthly liability, except in the most exceptional circumstances (for example where a debtors financial circumstances are expected to improve in the near future).
- Where a payment arrangement is accepted at less than the rate at which liability is accruing, the arrangement should be for a maximum of three months but may be extended further following review, but on each occasion shall not be extended for more than three months.
- Payment of current year debts should be given priority except where this would conflict with arrangements already in place for previous years' debts.
- Payment arrangements should not normally be for less than could be obtained by attachment of earnings or deductions from benefits unless there are extenuating circumstance.
- Payment arrangements in respect of local taxes should be made on the basis that the Council will progress enforcement action to the point of obtaining a liability order from the Magistrates' Court.
- Payment arrangements should be refused where it is considered that entering into an arrangement may jeopardise the likelihood of the Council recovering payment in full (e.g. if there is a risk the debtor will be declared insolvent).
- Payment arrangements may be refused where the debtor appears to have sufficient assets which could be realised to pay the debt but the debtor is unwilling to take steps to realise the assets.

It is recognised that debtors may occasionally make unrealistic offers of payment that they cannot afford. Where the Council has reason to believe that an offer of repayment is unrealistic, for example a person is known to be on a low income but offers to make substantial payment, further information will be sought in order to agree an affordable rate of repayment.

Payment arrangements will normally be confirmed in writing so that the debtor is aware of the amount and frequency of their payments.

The responsibility for making sure that payment reaches the account by the due date remains with the debtor. This means that debtors must allow sufficient time for the payment to reach the Council by the due date.

The Council reserves the right to refuse to accept offers to repayment.

Where a payment arrangement has been agreed but payment is not received strictly in accordance with the agreement, action to enforce payment will be recommenced promptly following the default in payment. Where a debtor has failed to make payments as agreed further

payment arrangements will not normally be considered unless the debtor's circumstances have changed. Anyone experiencing difficulty in making payments under a payment arrangement due to a change in circumstances should contact the Council as soon as they experience difficulty.

## 4. Debt Recovery

### 4.1 Enforcement Action

It is widely recognised to be good practice to take prompt action where a payment becomes overdue. Commencing action promptly ensures that the debtor is reminded of the requirement to make a payment as early as possible; allowing them the opportunity to bring payments up to date before the debt increases or more severe action to recover payment is commenced.

The Council will contact promptly in writing, within the appropriate legislative timescale, any person or organisation that fails to make a payment to inform that the payment is overdue, the payment options available and the consequences of failing to pay. Wherever possible correspondence issued in relation to debts will be provided in simple language.

Where the collection of sums due results in increased cost to the Council the person owing the debt should be responsible for paying the full cost incurred to recover the amount. Therefore, the Council will seek to recover all costs or fees that are legitimately due from a debtor. It is a requirement of this Policy that any costs or fees should be reasonable and should reflect the actual cost incurred.

Due to the volume of accounts payable to the Council, the Council will employ automated Dunning processes to progress the recovery of sums due. Where a debtor contacts the Council in response to enforcement action the Council will consider each case individually. Automated processes will not be used to progress severe remedies.

The Council recognises that people do not pay their debts for a variety of reasons:

- Some people genuinely struggle to meet their payments and need advice and assistance in budget management.
- Some people are not receiving the benefits or reductions they are entitled to.
- Some people go through personal difficulties that result in short-term problems in paying their debts.
- Some people deliberately choose to set out to delay and not pay their debts.
- Some people are not very organised in managing their finances resulting in erratic payments.

Where the debtor is willing to provide information about their personal and financial circumstance the Council will take this into account in determining the enforcement action to be taken, and in agreeing any payment arrangement.

The debtor's previous history in paying sums due to the Council will also be taken into account.

### 4.2 Recovery Processes

The Council will establish timely and vigorous processes for the recovery of overdue sums and will start to recover unpaid debt promptly when a payment becomes overdue or an instalment plan or

payment arrangement is not maintained. The Council will be stringent in recovering overdue amounts from persistent non-payers and late-payers.

Details of the recovery processes to be followed for the different types of debt are contained in the following appendices to this document.

Council Tax Recovery Process

Non-Domestic Rates Recovery Process

Commercial Rent Recovery Process

Housing and Council Tax Benefit Overpayment Recovery Process

Parking Recovery Process

Sundry Debt Recovery Process

Use of Severe Remedies

Enforcement Officer Code of Practice

In pursuing the payment of overdue sums the Council may utilise any and all of the methods available to it in law. However, the enforcement actions employed in each case should be on an escalating basis, with repayment being sought by the least severe action, and then actions of increasing severity used where actions are not effective in securing payment.

### **4.3 Severe Remedies**

The following enforcement actions are considered to be severe remedies and should only be used in accordance with appendix 6 to this Policy.

- An application to have the debtor declared bankrupt or for other forms of insolvency.
- An application to register a charge against a property or apply for the sale of a property against which a charge is registered.
- An application to have the debtor committed to prison.

### **4.4 Vulnerable People**

The Council recognises that some members of the community may be considered to be more vulnerable and, therefore, may require additional support in dealing with their financial affairs. Vulnerability does not mean that a person will not be required to pay amounts they are legally obliged to pay. However, where a person is recognised to be vulnerable consideration should be given to;

- Allowing longer to pay.
- Postponing enforcement action.
- Assisting the person to claim benefits, discounts or other entitlements.
- Referring the person to sources of independent advice.
- Providing information in an accessible format.
- A temporary payment arrangement with lower repayment than would normally be agreed.
- Informing the Council's Adults and Community Services Directorate of any concerns regarding the debtor's safety or welfare.

The cause of vulnerability may be temporary or may be permanent in nature and the degree of vulnerability will vary widely. The following list identifies characteristics of persons who could be considered vulnerable;

- **Disabled Persons**

A person with a disability is not necessarily vulnerable for the purposes of this Policy. However, where the disability affects the persons ability to deal with their financial affairs they should be considered to be vulnerable.

- **Persons with Mental Impairment or Learning Difficulties**

If it is evident that the debtor has mental impairment or learning difficulties they should be considered to be vulnerable.

- **Persons Experiencing Serious Illness, including Mental Illness**

Where the debtor (or the debtor's partner) appears to be suffering from any condition which is serious or life threatening they could be considered to be vulnerable.

- **Persons receiving Income Support, Job Seeker's Allowance, Employment and Support Allowance or Pension Credit (or where a benefit application has been made but not yet determined)**

Those on Income Support, Job Seeker's Allowance, Employment and Support Allowance or Pension Credit are considered to be vulnerable for the purpose of this Policy as they are living on a subsistence level benefit.

- **Unemployed Persons**

Unemployment does not automatically mean the debtor is vulnerable. For example a person may have received a substantial redundancy payment and be financial secure in the short-term. However, loss of employment may result in serious financial difficulties if a person is suddenly unable to meet their existing financial commitments.

A person who has recently become unemployed after a long period of employment may be unfamiliar with processes for claiming benefits and may need additional assistance to understand their entitlements.

- **A Person who has Difficulty Understanding English**

Where a person does not understand either spoken or written English they should be considered to be vulnerable, particularly if they do not have support from family members who can speak and read English. Appropriate translations should be provided where necessary, information on how to access this is available on the Councils website via the following link: <http://www.haringey.gov.uk/index/contact/translate.htm>

- **Persons Aged Under 18**

It is unlikely that a person aged under 18 years will owe any sums to the Council, however, it is possible that a person may assist or care for a parent or other older person and could contact the Council on their behalf. A person aged under 18 years may be the only person at home when an enforcement visit is made. Anyone aged under 18 years should automatically be considered to be vulnerable.

- **Elderly Persons**

An elderly person is not necessarily vulnerable and many elderly people are financially secure and both mentally and physically healthy. However, some elderly people are frail, confused, ill, and living on fixed and limited incomes and, therefore, are considered to be vulnerable.

- **A Person Recently Bereaved**

A person suffering the recent bereavement of a close relative could be considered to be a vulnerable person.

- **Lone Parents**

A lone parent is not necessarily a vulnerable person and it is recognised that some lone parents are financially secure. However, lone parents, and in particular those with very young children, may have difficulty in undertaking employment and, therefore, rely on Welfare Benefits.

- **Pregnancy**

A person in the later stages of pregnancy may find dealing with serious financial issues stressful, particularly if they are not supported by a partner, or if they are on a low income or benefits. This may be compounded by any additional essential expenditure due to the pregnancy or birth of a child.

- **A person that has difficulty reading or writing**

A person who has difficulty reading or writing should usually be regarded as vulnerable because they will have difficulty in understanding written notices. People who have difficulty reading or writing may be reluctant to reveal their difficulties and where there is concern that a person has such difficulties the issue should be addressed in a sensitive manner.

This list is not intended to be exhaustive and each case should be considered on an individual basis taking into account all relevant factors. For the purpose of this Policy the key factor in determining that a person should be regarded as vulnerable will be that the circumstances which give rise to the concern that the person is vulnerable affect their ability to deal with their financial affairs or ability to pay.

Particular care must be taken in authorising enforcement action where the debtor is known to be vulnerable

## **4.5 Enforcement Officers and Debt Collection Agents**

A Code of Practice to be followed by Enforcement Officers and debt collection agents appointed by the Council is set out at Appendix 7 to this Policy.

## **4.6 Evasion and Fraud**

The unlawful evasion of payments due to the Council reduces the financial resources available to the Council and has a direct impact on all residents, businesses and other organisations that rely on Council services. Unlawful evasion or fraud to avoid payment will not be tolerated and where this is identified then in addition to taking action to enforce payment the Council will seek to impose such further penalties or sanctions as the law allows.

Where debts arise through evasion or fraud the Council will seek to recover payment in full as quickly as possible and will only agree payment arrangements in very exceptional circumstances.

## **5. Working with Advice Agencies**

The Council will seek to work in partnership with local advice agencies and refer people who appear to have complex benefit or money advice problems.

## 5.1 Citizens Advice Bureau

The Citizens Advice Bureau offer advice about simple debt problems, and will be able to refer debtors to a specialist advisor if the debt problem is complicated.

Website: <http://www.citizensadvice.org.uk>

### Local branches:

<p>Tottenham Citizens Advice Bureau 551B Tottenham High Road (alleyway next to Barclays) LONDON N17 6SB</p> <p>Telephone: 020 8341 2400 Web site: <a href="http://www.haringeycabx.org.uk">www.haringeycabx.org.uk</a></p>	<p>Turnpike Lane Citizens Advice Bureau 7 Willoughby Road LONDON N8 0HR</p> <p>Telephone: 020 8341 2400 Web site: <a href="http://www.haringeycabx.org.uk">www.haringeycabx.org.uk</a></p>
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When assessing a person's financial situation an income and expenditure form replicating the form used by the Citizens Advice Bureau will be used and expenditure declared will be measured against the Bureau's common financial statement. This will ensure a consistent approach is taken to assessing a person's financial circumstances using a widely recognised methodology.

## 5.2 Money Advice Centres

Money Advice Centres can also provide help with debt problems. Details of the nearest centres may be found by accessing the DirectGov website: [www.direct.gov.uk](http://www.direct.gov.uk) and following the link to Community Legal Advice or by telephoning the helpline on 0845 345 4345

## 5.3 National Debtline

The National Debtline provides free debt management information to people living in England and Wales. Debtors can contact National Debtline by calling them on 0808 808 4000 or via their website at [www.nationaldebtline.co.uk](http://www.nationaldebtline.co.uk)

## 5.3 Business Debtline

The Business Debtline provides advice for small business in England and Wales. Debtors can contact them by telephone on 0800 197 6026 or via their website: [www.bdl.org.uk](http://www.bdl.org.uk)

# 6. Miscellaneous

## 6.1 Equality Duty

The Council has a statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.



In determining this Policy consideration has been given to the Council's statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations and an equality analysis was conducted. It was concluded that this Policy has a positive effect on the Council's duty.

Acting in accordance with this Policy will help to ensure that the collection of sums due is conducted in a consistent and objective manner that will reduce the risk of inadvertent discrimination against persons with protected equality characteristics. It will also ensure and that revenue collection and recovery is delivered in an equally accessible manner to all members of the community.

## **6.2 Exceptions to the Policy**

On rare occasions it may be in the best interests of the Council or local residents for action to be taken in the collection or recovery of a debt other than in accordance with this Policy. On such occasions a decision may be taken by an appropriately senior officer to allow an exception to the Policy having considered the normal requirements of the Policy, the specific case and the interests of the Council and local residents.

Where such an exception is made to the Policy the decision and the reason for the decision shall be recorded in writing by the officer making the decision.

## **6.3 Measuring Performance**

The Council aspires to be a high performing Council in all its undertakings including the collection of revenue. The collection of revenue will be monitored through the use of performance indicators. Key indicators of performance will be reported as part of the Council's performance management framework.

Where comparative information is available either nationally or locally the Council will aim to be in the top 25% performing unitary authorities and will publish performance information annually. The performance of external service providers will be monitored to ensure services are provided in accordance with this Policy.

## **6.4 Disputes, Complaints and Mistakes**

It is recognised that mistakes in the billing, collection or recovery of amounts due can cause distress and the Council aims to issue all bills for the correct amount and to ensure enforcement action is necessary and proportionate. If an apparent mistake is brought to the Council's attention the issue will be investigated promptly and where a mistake has been made an apology will be made and the mistake rectified.

Any disputes raised regarding the application of this Policy should, in the first instance, be raised with the relevant Council service. In the event that the dispute cannot be resolved then the dispute shall be dealt with in accordance with the Council's Complaints Procedure.

## **6.5 Disclaimer**

The Council will seek to adhere to this Policy, however, no omission in respect of the requirements of this Policy shall invalidate a requirement to make a payment, nor shall it be accepted as a basis for delay in the making of a payment.

The Policy does not affect the statutory rights of the Council or the debtor.

## **6.6 Use of Data**

The Council will collect and store personal data for the purposes of the effective billing, collection and recovery of sums due. Data retained for this purpose will be processed in accordance with the Data Protection Act 1998 and will be stored securely at all times.

Further information regarding Data Protection can be found on the Councils website using the following link:

<http://www.haringey.gov.uk/index/contact/data-protection.htm>



## Debt Management & Collection Policy

### Use of Severe Remedies

#### 1. Introduction

This appendix to the Debt Management & Collection Policy sets out the Council's Policy for the use of the following remedies to recover unpaid debts;

- An application to have the debtor declared bankrupt or for other forms of insolvency.
- An application to register a charge against a property or apply for the sale of a property against which a charge is registered.
- An application to have the debtor committed to prison.

For ease of reference these actions are collectively referred to as 'severe remedies' throughout this policy.

#### 2. Commencement of Proceedings

No proceedings in respect of a severe remedy shall be commenced without written authorisation from the Assistant Director – Finance following a recommendation from a panel of at least two officers.

At least one member of the panel shall be employed at Head of Service level or above and at least one member shall hold a relevant professional qualification (e.g. Institute of Revenues Rating and Valuation or Chartered Institute of Public Finance and Accountancy). Advisory members may be appointed to the panel in respect of specific cases where considered appropriate.

Commencement of proceedings is defined as;

<b>Insolvency</b>	Issue of a Statutory Demand
<b>Charging Order</b>	Application for an Interim Charging Order
<b>Means Enquiry</b>	Application for a Means Enquiry Summons

#### 3. Requests for Authorisation

Requests for authorisation shall be submitted to the panel in writing and shall incorporate;

- An accurate history of the origin of the debt and of the attempts made to recover it.
- Details of any other debts owed to the Council by the same debtor.
- Information about any past, present, disputed or outstanding benefit claims or any discounts or exemptions that might be relevant.
- Information about any other disputes in respect of the debt.
- An assessment of the debtor's assets and of whether they are sufficient to clear the debt if a severe remedy is pursued.
- An assessment of the prospects of recovering the debt by other means in a reasonable timescale.
- Sufficient evidence about the debtor's circumstances to support the decision making process.
- Consideration of whether a debtor's failure to pay and to respond to other recovery measures could arise from a disability (including a mental impairment) with a long-term and substantial effect on normal day-to-day activities.
- Consideration of whether the debtor's personal circumstances warrant them being protected from the consequences of recovery action.
- Confirmation that enquiries have been made of the Council's Adult and Children's Directorate to establish if they are aware of any reason that the individual may have difficulty in managing their financial affairs, or of any potential adverse impact on the wellbeing of the individual or a person in their care that may arise from the use of the severe remedies, together with details of any information provided by those services.
- Details of visits made in an attempt to contact the debtor and of the outcome of the visits.
- Confirmation that information has been provided to the debtor regarding sources of help and advice on dealing with debt.
- An assessment of the likely costs that will be incurred by the debtor and the Council if use of the remedy is approved (based on a straight forward case).

#### 4. Action to be Taken Prior to Making a Request

Before making a request to utilise a severe remedy the following actions must be carried out;

- All statutory processes required to be undertaken before the severe remedy can be used must be conducted.
- The debtor must be provided with clear information in simple language about the availability of sources of free information and advice on dealing with debts, with the first visit letter (for example the Citizens Advice Bureaux services, National Debtline etc).

- The debtor must be provided with clear information in simple language about the severe remedies that may be used if they do not take action to resolve the debt. This should include information about the consequence of the severe remedies including the potential cost.
- Enquiries should be made of the Council's Adult and Community Services Directorate and Children's Services, Schools and Families Directorate to establish whether those Directorate's hold any information about the individual that is relevant to the decision, such as their ability to repay the debt, to manage their financial affairs or of the potential for the use of a severe remedy to be detrimental to the individual's wellbeing.

#### **4.1 Visits by a Council Officer**

- A minimum of three visits should be made by a Council Officer in order to try to establish contact with the debtor. At least one of these visits should be made in the evening or at the weekend if no contact is made on the first two occasions. Where no contact is made a letter should be left inviting the debtor to contact the Council to make an appointment to discuss the debt at either the Council's offices or at the debtor's home.
- Where the debtor's address is beyond a reasonable travelling distance from the Borough's boundary the case should be referred to the severe remedies panel to consider the appropriate and proportionate action to be taken to seek to establish contact with the debtor.
- If no contact is made the visiting officer shall make discrete enquiries with neighbours in order to attempt to identify a way to contact the debtor. However, under no circumstances should details of the reason for the visit be disclosed.
- Where the debtor is a limited company visits are not necessary other than those in connection with the levying of distress. However, prior to the commencement of a severe remedy a letter should be sent to the registered office of the company advising the organisation in simple language of the intention to commence action and the consequences for the organisation of those actions. If the debtor is an unincorporated organisation visits should first be made to the organisation's address. Where this is unsuccessful a visit may be made to the home address of the appropriate officer of the organisation.

The following information, as a minimum, should be recorded for each visit;

- The date and time of the visit.
- A description of the premises and of any other assets which it appears may belong to the debtor.
- Where contact is made the following questions should be asked and the answers recorded;
  - The name of the person spoken to.
  - Their date of birth (to avoid any confusion about the person's identity).
  - Their confirmation that they owe the debt Is the debt disputed in any way and if so on what grounds.
  - Their proposal for repayment.
  - Details of their income and expenditure, including the name and address of their employer if they are in employment.
  - Whether they have any assets that could be used to pay the debt.

- Whether they are aware of where to go to seek free advice about their debts.
- Whether they have any disabilities or medical conditions that affect their ability to repay the debt or to understand the situation
- Any other information that they consider to be relevant to the debt and its repayment  
Whether the person has any difficulty understanding written communication in English  
Details of other persons resident in the household including their ages and relationship to the debtor.
- Whether there are any concerns regarding the debtor's mental capacity.

## 5. Mental Capacity

In considering the use of a severe remedy due regard must be given to the debtor's mental capacity. In accordance with the Mental Capacity Act 2005 Code of Practice it should be assumed that the debtor has mental capacity unless there are grounds for concern. Where there are grounds for concern the five principles set out in the Code of Practice should be applied.

- A person must be assumed to have capacity unless it is established that they lack capacity.
- A person is not to be treated as unable to make a decision unless all practicable steps to help him to do so have been taken without success.
- A person is not to be treated as unable to make a decision merely because he makes an unwise decision.
- An act done, or decision made, under this Act for or on behalf of a person who lacks capacity must be done, or made, in his best interests.
- Before the act is done, or the decision is made, regard must be had to whether the purpose for which it is needed can be as effectively achieved in a way that is less restrictive of the person's rights and freedom of action.

Where cause for concern is identified advice should be sought from the Council's Mental Capacity Act expert and this advice should be taken into consideration in considering further action under this Policy.

In the event that concerns are identified that require further action under the Council's Safeguarding Policy, for example suspicions that a debt has arisen through financial abuse of the debtor, then action to enforce payment should be suspended until the completion of an investigation in accordance with the Safeguarding Policy.

## 6. Approving the Use of Severe Remedies

The Severe Remedies Authorisation Panel shall consider in each instance whether use of the proposed remedy is a fair and proportionate action giving consideration to the individual circumstances of the case.

The interests of local residents, businesses and taxpayers shall be taken into consideration by the panel in reaching its decision.

The panel shall only approve use of the remedy where it is satisfied that the action is fair and proportionate given the particular circumstances of the case.

The panel's decision will be recorded in writing together with the reasons for reaching the decision.

## **7. Sharing of Information within the Council**

Requests for information from other Council Directorates shall be made using an approved form.

In sharing personal data for the purposes of this Policy due regard must be given to the requirements of the Data Protection Act and the guidance provided with the approved form. Officers providing information shall do so using the approved form and should be satisfied that information they provide is relevant to consideration of the use of the severe debt enforcement remedy.

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## **Debt Management – Write Off Policy**

Whilst the Council will make every effort to pursue debts owed by debtors, it recognizes that in some circumstances debt will become irrecoverable.

### **Table of Contents**

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- 4.3 Sign Off

### **1. Overview**

Debt may be regarded as uncollectable where:

- **Uneconomic To Collect** - The debt is uneconomic to collect, i.e. the cost of collection is greater than the value of the debt.
- **Statute Barred** - The debt is time barred, where the statute of limitation applies. Generally this means that if a period of six years has elapsed since the debt was last demanded, the debt cannot be enforced by legal action.
- **Unable to Trace** - The debtor cannot be found or communicated with despite all reasonable attempts to trace.
- **Deceased** - The debtor is deceased and there is no likely settlement from the estate or next of kin and where there is written confirmation from the Receiver.
- **Hardship** - where permitted, on the grounds that recovery of the debt is likely to cause the debtor serious financial difficulty.

- **Insolvency** - where there is no likelihood of settlement and written confirmation from the Official Receiver or Administrator.

Good practice dictates that, when all methods of debt recovery have been exhausted, any debts that remain irrecoverable are written off promptly in accordance with the Council's Constitution and Financial Regulations.

## 2. Council's Constitution and Financial Regulations.

### Section I – Financial Regulations LONDON BOROUGH OF HARINGEY CONSTITUTION 21 July 2014 - Page 30 of 33

#### Debt Write Off

**8.14.**  
Arrears of housing rents and other housing income administered by the ALMO (Homes for Haringey) may be written off in accordance with procedure notes issued by the Section 151 Officer with the below authorities:

- a) Up to £100, the approval of Chief Executive of the ALMO and reported to the Section 151 Officer.
- b) £100 and up to £25,000, the approval of the Section 151 Officer upon the advice of the Chief Executive of the ALMO.
- c) £25,000 or above, the approval of the Cabinet Member for Resources upon the advice of the Chief Executive of the ALMO and the Section 151 Officer.

The ALMO shall keep a record of all such sums written off.

**8.15.**  
All other debts which remain unpaid may be written off in accordance with the below authorities:

- a) Up to £25,000 on the approval of the Section 151 Officer upon the advice of the relevant Director.
- b) £25,000 or above on the approval of the Cabinet Member for Resources upon the advice of the relevant Director and the Section 151 Officer.

Corporate Finance shall keep a record of all such sums written off.

**8.16.**  
All debts written off will be reported in summary to the Cabinet in the regular budget monitoring reports.

**8.17.**  
It is important that Council income is maximised and therefore to ensure that systems and procedures are in place to collect income promptly and to minimise the level of any bad debts.

## 3. Provision

### **3.1 CIPFA Code of Practice**

The CIPFA Code of Practice on Local Authority Accounting, (The Code) requires the council's statement of accounts to include sufficient provision for bad debts. This provision will be determined by the Chief Finance Officer. The External Auditor will subsequently review this provision for appropriateness.

### **3.2 General**

Generally, the older a debt is, the greater the requirement for a bad debt provision. Provisions are always reviewed as part of closing of the accounts, but should also be reviewed on a regular basis throughout the year.

Any likely requirement to increase the provision at the year end should be identified and reported through regular budget monitoring.

## **4. Procedure**

In all submissions for write-off, the following procedure will apply;

### **4.1 Debts over £25,000**

Under the terms of the Councils Constitution, all debts submitted for write off with a value in excess of £25,000 will need to be submitted to the Section 151 Officer and subsequently to the Cabinet Member for Resources for approval.

All such debts must be submitted individually with;

- Completed "Write Off" form.
- Statement of account.
- Full supporting documentation, detailing the collection process undertaken.
- Rationale detailing the reason for submission.
- Sign off by the relevant Director or CEO for HFH accounts.

On receipt, Corporate Debt Management will log the submission and following review will either return to the service for clarification/completion or if appropriate submit to the Section 151 officer who will sign off and arrange approval from the Cabinet Member for Resources.

### **4.2 Debts under £25,000**

Under the terms of the Councils Constitution, all debts submitted for write off with a value in excess of £25,000 will need to be submitted to the Section 151 Officer for approval.

All such debts can be submitted either;

#### **1. Individually with;**

- Completed "Write Off" form.
- Statement of account.
- Supporting documentation, confirming the reason for write off based on the collection process undertaken.
- Sign off by the relevant Director or CEO for HFH accounts.

**2. On a summary basis with;**

- Completed "Summary" form detailing;
  - a) Account number.
  - b) Account name.
  - c) Reason for write off.
  - d) Amount.
- Summary form must cross reference the supporting documentation for each account, documentation to include;
  - a) Statement of account, balance to match summary form, balance to be highlighted, initialled and dated by the officer submitting the form.
  - b) Supporting documentation, confirming the reason for write off based on the collection process undertaken.
- Summary Form signed off by the relevant Director or CEO for HFH accounts.

**4.3 Sign Off**

- Corporate Debt Management will accept write off on an on-going basis. At year end the last date for submission to achieve year end sign off will be 28<sup>th</sup> February.
- On receipt, Corporate Debt Management will log the submission and following review will either return to the service for clarification/completion or if appropriate submit to the Section 151 officer who will sign off and arrange approval from the Cabinet Member for Resources.
- Corporate Debt Management will seek sign off on a monthly basis, a week before month end, to allow processing time for period end.

**MINUTES OF THE ADULTS & HEALTH SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

Councillors Connor (Chair), Adamou, Bull, Beacham, Mann, Patterson and Stennett

Apologies Helena Kania (Co-optee)

**LC1. WEBCASTING**

**LC2. APOLOGIES FOR ABSENCE**

Helena Kania, Co-optee (HFOP)

**LC3. URGENT BUSINESS**

The Haringey Mind advocacy service was raised as an Urgent Item.

Cllr Morton informed the Panel that the Mind Advocacy service contract was originally due to expire in March 2014, this was then extended twice. The Panel was also informed that the mental health advocacy service was due to be re-tendered taking into consideration requirements and changes from the Care Act.

Representatives from Mind raised concerns about the ending of the Mind advocacy contract in Haringey, specifically with regards to the reasons for the contract expiring in December with no new service in place until April and the impact that this would have on current and future mental health service users who were in need of this service.

The AD for Commissioning informed the Panel of the following points:

- A workshop was held for the voluntary sector before the summer, this included informing organisations that changes would be needed in order to meet the requirements of the Care Act.
- The intention was to better align advice and information with advocacy.
- There needed to be more of a focus on prevention and early intervention, and also equipping people with the necessary information via different means.
- There was a link with the Customer Service Transformation project.
- There was a need to bear in mind the financial constraints currently on Haringey Council.
- There had been communication with the Chief Executive of Mind in Haringey.
- There are two other providers of mental health advocacy across Barnet, Enfield and Haringey, and it is not believed that there would be a gap in service provision.

The Panel raised a number of queries and concerns:

- The confusion as to why the Mind Advocacy contract was not continuing.
- How the link with the Customer Service Transformation programme would work.
- Whether the other providers had capacity to take on the work.

**MINUTES OF THE ADULTS & HEALTH SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

- The apparent mis-communication with Mind as to the reasons why their contract was not continuing.
- The impact of the change on mental health service users in the borough.

The Panel agreed:

- To write a letter to the Cabinet Member outlining their concerns.
- Include an agenda item on mental health advocacy at their next Adults & Health Scrutiny Panel on 6<sup>th</sup> November to enable wider discussion.

**LC4. DECLARATIONS OF INTEREST**

None received

**LC5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None received

**LC6. OVERVIEW AND SCRUTINY COMMITTEE AND SCRUTINY PANELS - CONSTITUTIONAL TERMS OF REFERENCE AND PROTOCOL**

Noted

**LC7. INTRODUCTION TO KEY AREAS COVERED BY THE PANEL**

ClIr Morton introduced the item noting three priorities currently being worked on:

- Improving the lives of residents e.g. ensuring good quality of care and good access to GPs.
- Health & Wellbeing strategy re-fresh – getting it right
- Health and social care integration and the Better Care fund – the opportunities these present.

**Adult Social Service**

Beverley Tarka, Interim Director for Adult Social Services, gave a presentation to the Panel covering an overview, recent developments and key themes of her Directorate.

Presentation attached.

**Public Health**

Tamara Djuretic, Assistant Director, Public Health gave an overview of Public Health including wider determinants, key objectives, domains and remit of public health, budget overview, issues and opportunities.

Presentation attached.

**Haringey Clinical Commissioning Group**

Sarah Price, Chief Operating Officer, Haringey CCG presented to the Panel including an overview of the NHS reforms, role of CCG's and NHS England, key providers of Haringey CCG and an overview of their spend.

Presentation attached.

Priorities for Haringey CCG include:

- Providers working better together

**MINUTES OF THE ADULTS & HEALTH SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

- Considering how they can contract to incentivise
- Integration to ensure seamless support for service users
- Improving primary care e.g. the quality of care provided
- Prevention and playing a part in early help and intervention.

In response to questions from the Panel the following points were noted:

- The recommendations from the two mental health reports which were undertaken by the Panel in 2013/14 are being incorporated in the Joint Mental Health Framework which is currently being written.
- The draft Joint Mental Health Framework will come back to the Panel before being agreed by the Health and Wellbeing Board to enable the Panel to comment and feed into the document.
- The two priority strands of the Health and Wellbeing Strategy re-fresh are mental health and child health.
- The Better Care Fund is not new money and there are government targets tied up with the release of funding.
- Neighbourhood Connect is a good example of building community resilience. This is currently being evaluated and has some good qualitative evidence feeding into it.
- Referrals to Day Centres – this is done following a Community Care Assessment to consider what needs are eligible to be met - a support plan is produced e.g. care needs, social isolation etc.
- The challenge around community resilience is in getting the community to develop mechanisms to meet need and reach a greater mass of people e.g. befriending. There is a need to ensure that good outcomes are available to everyone and not just those who are eligible for services.
- There is no funding available to establish services like luncheon clubs. Instead the Council is pump-priming to develop volunteering schemes which just cover expenses. The response to date has been very good.
- The teenage pregnancy rate is higher than the London average but it is going down. Work being done includes mainstreaming sexual health programmes in schools and having a dedicated sexual health school nurse.
- Childhood obesity is high and not reducing.
  - Prevalence is higher in the East of the Borough.
  - Data is captured at reception and Year 6. Year 6 is more of an issue than reception.
  - There is a need to look at different environments around children that we can influence and have conversations with parents on the issue.
- Public Health take over the commissioning of Health Visitors from October 2015 and opportunities around this are being explored. There is a Health Visitor workforce issue in Haringey which is being worked on.
- There is an issue with number of GPs in the area. The Health and Wellbeing Board have an item on their next agenda (the day following this meeting). NHS England are also due to respond to the issue.
  - The role of the Health and Wellbeing Board in relation to GPs is a leadership role and it is therefore looking at taking a strategic view over the next 5, 10 and 20 years.

**MINUTES OF THE ADULTS & HEALTH SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

- Air pollution/the quality of air is an issue in London and this is monitored by Environmental Health Officers. In relation to respiratory health – smoking is a bigger issue and therefore Public Health is focusing efforts on smoking.
  - On a wider basis public health is encouraging people to walk and cycle more and use cars less. This approach is also being linked into Tottenham regeneration.
- Public Health is the lead directorate for the Joint Strategic Needs Assessment (JSNA) but it is developed across the partnership. The intention is to widen this partnership approach and share data so that the JSNA becomes more timely and less retrospective.
- There are 9 projects currently looking at different aspects and approaches in public health in the acknowledgement that one size does not fit all. These projects include some work commissioned locally in the Turkish & Kurdish community on mental health as Turkish and Kurdish men have a higher suicide rate.
- Out of a £320m CCG budget approximately £2m is spend on private companies. There is a need to remember that this includes spend on very specialist care packages for people. Evidence suggests that there has been little appetite nationally for use of private companies under the ‘any willing provider’ legislation, as CCG’s do not have control.
- Continuing Healthcare criteria is set nationally. CCG and Adult services have been working together over the past year to improve the process ensuring it is robust and clinically led.
- There is a London wide issue around recruitment and retention of approved social workers. ADASS has recently done a survey about this, which Haringey has responded to.

**Healthwatch Haringey**

Gordon Peters, Board Member, Healthwatch Haringey gave the Panel an overview of their work and key aspects of their role. Key points noted include:

- Information and communicating advice and support – focusing on the most vulnerable and looking at dialogue as opposed to just providing information.
- Critical friend – through their Enter and View programme. This started with a visit to the Osborne Grove Nursing home, which appears to represent good practice.
- Mental Health – Healthwatch Haringey have concerns around St Ann’s hospital and feel that good practice should feed in more to developments around mental health. There are also concerns around what will happen to people on Wards during the redevelopment and the need for more supported Housing.
- Children & Families Act
- GP access and inequality – especially around Tottenham Hale as can be seen from their recent report.
- Healthwatch Haringey have concerns about the tighter eligibility criteria.
- Integrated Care – examples of best practice from elsewhere are being sought.

**Adult Service Presentation\_AHSP\_29th Sept**

**LC8. WORK PLAN**



**MINUTES OF THE ADULTS & HEALTH SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

The proposed Panel work programme was agreed and referred to the Overview and Scrutiny Panel

**AGREED:**

- Cllr Connor and Cllr Morton would meet to discuss aspects of the work plan yet to be scheduled and have a conversation about other areas which the Panel could add value.
- Where there is a cross over between a topic on the Adults & Health Scrutiny Panel and the Children & Young People's Scrutiny Panel then a joint meeting or section of a meeting would be scheduled.

**LC9. ADULTS & HEALTH SCRUTINY PANEL PROJECT**

The Terms of Reference and Objectives of the Panel Project were agreed as follows and referred to the Overview and Scrutiny Committee.

Terms of Reference

*"To review the Child and Adolescent Mental Health Service transition pathway from child to adult mental health services in order to make recommendations to improve the transition pathway and experience for young people."*

Objectives of the project

- To gain an understanding of the CAMHS transition pathway process from child to adult mental health services including commissioning and budgetary arrangements
- To gain an understanding of the CAMHS transition pathway from the perspective of young people and their families
- To compare local practice with identified areas of good practice and national guidance
- To make evidence based recommendations to improve the pathway

**LC10. NEW ITEMS OF URGENT BUSINESS**

None received

**LC11. DATES OF FUTURE MEETINGS**

Noted

**Cllr Pippa Connor**

**Chair**

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# Adults & Health Scrutiny Panel

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*29 September 2014*



# Key Messages

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- Haringey: a borough of great opportunity
- Ensure all residents are able to make the most of the potential that Haringey and London has to offer
- We are faced with challenges but also great opportunities
- We are committed to ongoing transformation of our services, delivering continued improvement and change for the residents of Haringey

# Key Messages ... cont'd

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- Our priorities:
  - **Outstanding for all:** Enabling all Haringey children to thrive
  - **Safety and wellbeing for all:** Where everyone feels safe and has a good quality of life
  - **Opportunities for all:** A successful place for everyone
  - **A better council:** Delivering responsive, high quality services and encouraging residents who are able to help themselves to do so
- Council Members and Officers work to deliver these priorities, ensuring we meet our potential as an organisation and as a place

# Adult Social Services – Key Facts

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- Adult Social Care enables vulnerable people to feel safe and to receive the personalised support they need to live independent and healthy lives
- **4,100** people using Adult Social Services
- 412 FTE staff in Adult Social Care
- Adults Social Care budget for **2014-15** is circa **£73m**

# Adult Social Services (1)

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- Provides a range of services (in partnership with other statutory agencies, such as the NHS, the third sector, independent providers and internal partners
- Services to residents at risk (over age 18) – (e.g. provides support to older people; people with problems relating to mental health and learning difficulties; substance use; people with disabilities; people with HIV/AIDS and to carers)

# Adult Social Services (2)

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- Information, advice and support
- Lead role in safeguarding vulnerable adults and protecting people from harm
- ‘Out of hours’, 24 hours 365 days a year, community alarm and an emergency duty social work team - which also covers Children’s Services



# Recent Developments

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- Winterbourne
- Care Act
- Better Care Fund
- Health and Social Care Integration

# Key Themes

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- Health and Social Care integration to deliver improved outcomes
- Close working with Public Health
- Adult Social Care as enabler, supporting development and capacity of the community to self-manage
- Promotion of independence and inclusion
- Cross-Council priorities and joined-up working
- Partnership working

# Public Health – an overview

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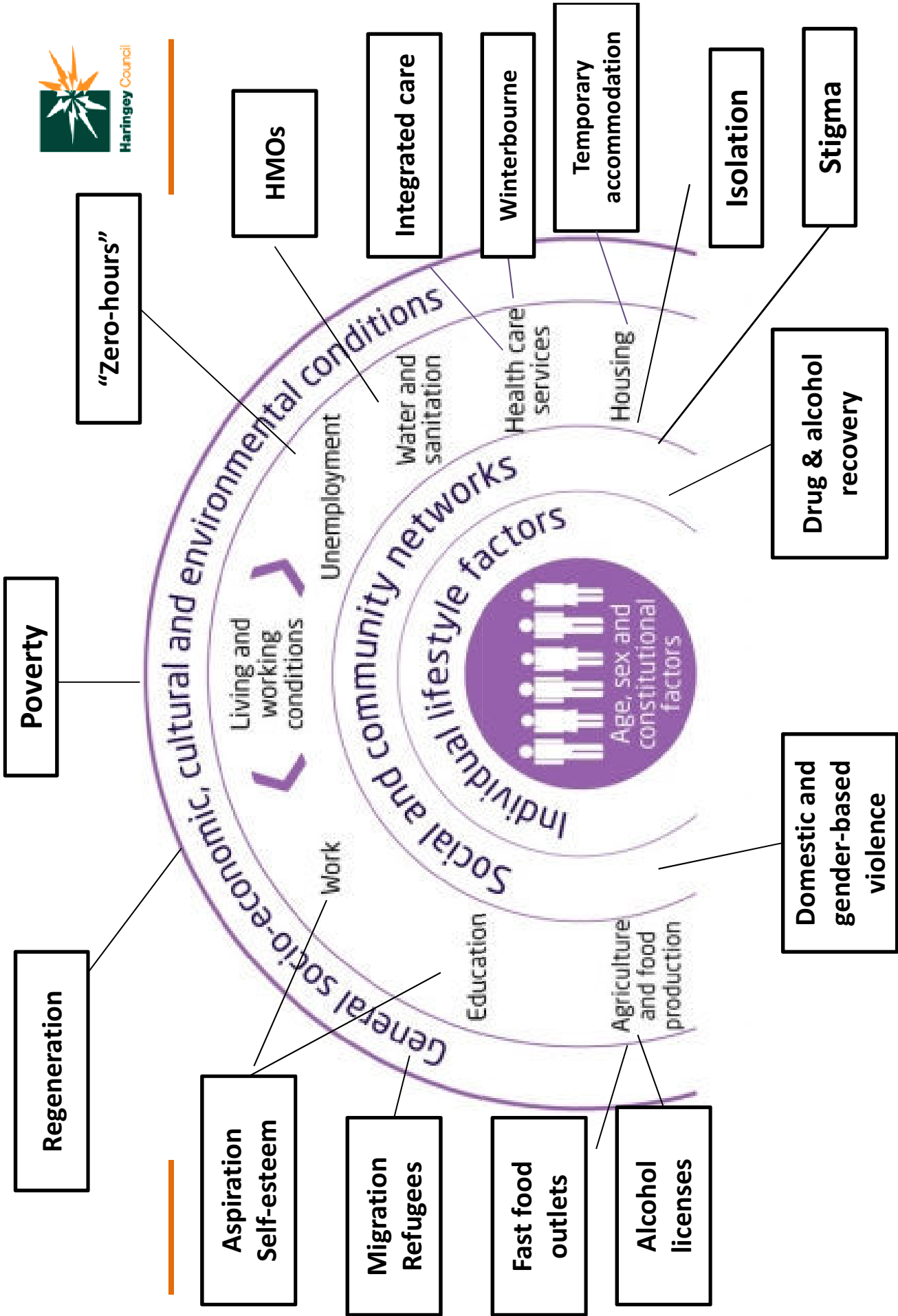
*Adults and Health Overview and Scrutiny  
29 September 2014*

**Public Health is.....**

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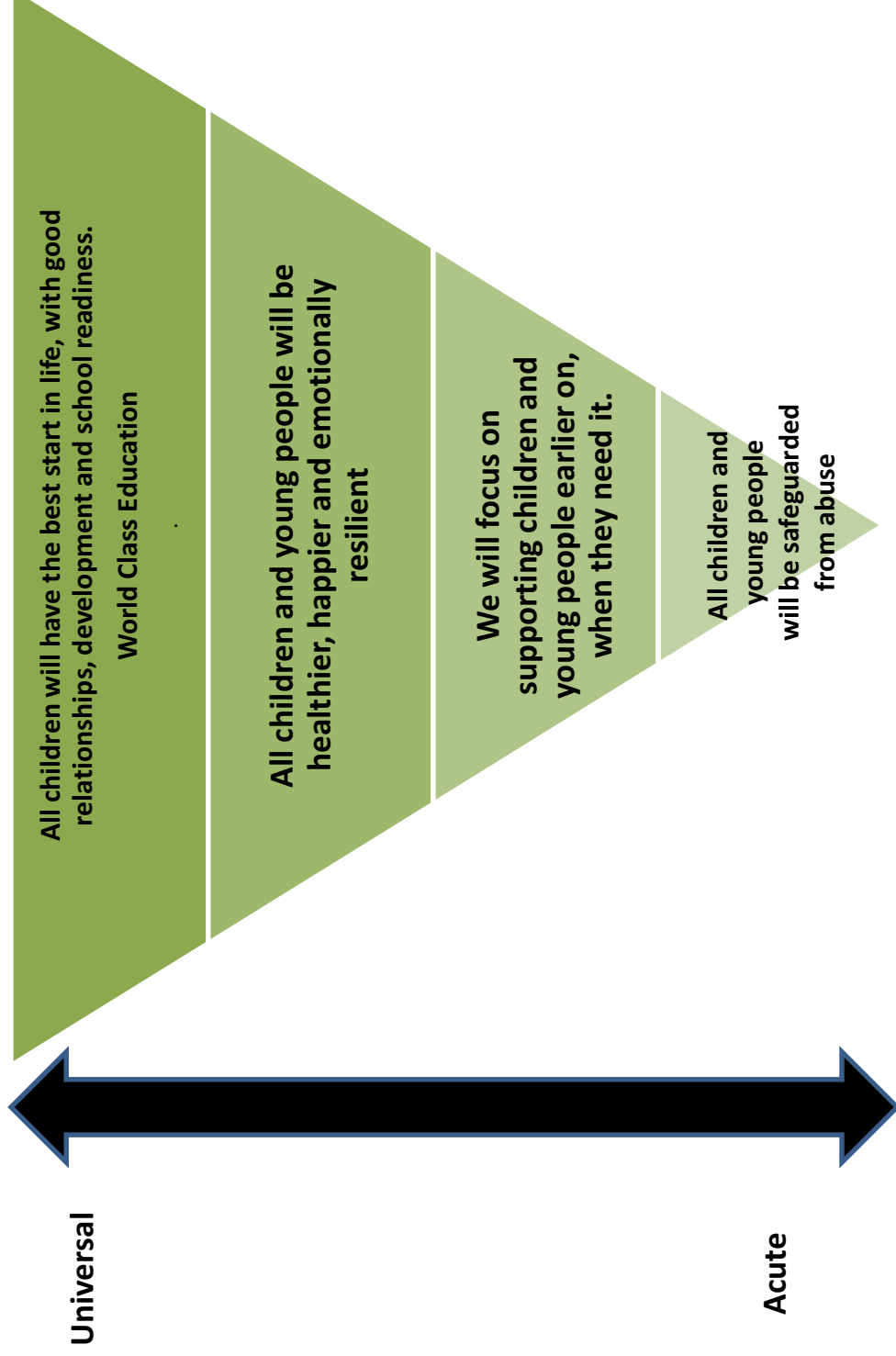


*“The science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society.”*



# Objectives achieving our outcome

## *Increasing Prevention and Early Help Offer, Reducing Acute Need (e.g. children's health and wellbeing)*



Our objectives can be directly linked to services to help and support families in line with the well embedded multi-agency Haringey 'Thresholds of Need and Intervention' Triangle

# Three key domains of Public Health



## HEALTH IMPROVEMENT

- Sexually Transmitted Infections (STIs) services\*
- HIV prevention
- Smoking cessation
- NHS Healthchecks\*
- National Child Measurement Programme\*
- Substance misuse services
- Public mental health interventions
- Reducing infant mortality, teenage pregnancy, and childhood obesity

## HEALTH PROTECTION

- Ensuring programmes are in place for immunisation and screening\*
- Support for surveillance of infectious diseases
- Emergency planning and business continuity\*

## HEALTHCARE PUBLIC HEALTH

- Supporting clinically and cost effective commissioning
- Supporting health and social care integration (e.g. Evidence reviews, service evaluation)
- 'The Core Offer': LBH statutory duty to provide public health support back to the NHS\*

\* Mandated services

## Joint Strategic Needs Assessment (JSNA)\*

**Supporting and influencing partners to improve populations health and reduce health inequalities**

# Haringey's public health functions and leads



Haringey Council

Jeanelle De Gruchy, DPH

Tamara Djuretic

'NHS Core Offer' and support to:  
Health and social care integration (incl. mental health commissioning; primary care quality)

PH Intelligence

Health protection and emergency planning

Public mental health

Susan Otioti

Commissioning services to support healthy lifestyles – substance abuse & sexual health

Children and young people (incl. early years, healthy schools, school nurses, health visitors)

Marion Morris

Commissioning services to support healthy lifestyles to reduce the LE gap (incl. smoking, physical inactivity, nutrition)

Supporting healthy public policy to influence the wider determinants of health (incl. socio-econ regeneration of Tottenham)

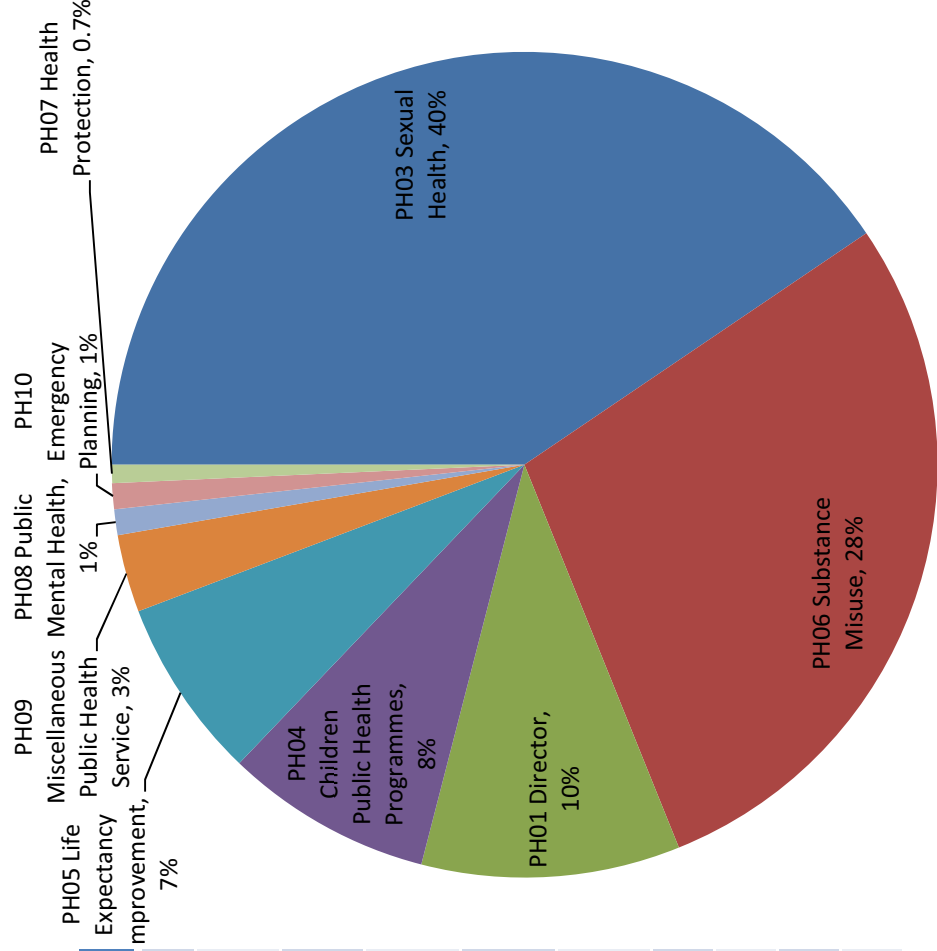
Community safety (incl. DV, offender health)



# 2014/15 Overall Budget Profile



Services	Budget
PH03 Sexual Health	£7,163,200
PH06 Substance Misuse	£4,701,100
PH01 Public Health Director	£1,986,088
PH04 Children Public Health Programme – S Otiti	£1,361,100
PH05 Life Expectancy Improvement	£1,277,500
PH09 Other PH Services	£310,500
PH094 Prescribing costs	£275,000
PH08 PH Mental Health	£197,300
PH10 Emergency Planning	£195,000
PH07 Health Protection	£125,000
<b>TOTAL BUDGET</b>	<b>£17,591,800</b>



# Summary of highs and lows

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- A marked reduction in teenage pregnancy
- Infant mortality is reducing
- Life expectancy is improving generally

## **BUT**

- Childhood obesity is high
- The overall trend in life expectancy gap within Haringey for men and women has not changed substantially
- On average, women live the last 20 years of their life in poor health, mostly due to long-term conditions and mental illness
- 1 in 5 of all deaths are attributable to smoking
- Alcohol-related admissions to hospital remain high

# Future opportunities (...and challenges)

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- Redesign of public health services:
  - Re-tendering to promote integrated commissioning approach;
  - Reduce spend on treatment and shift focus on prevention (e.g. STIs) and recovery (e.g. Substance misuse);
- Transfer of health visiting workforce in 2015;
- Further developing healthy public policy to influence wider determinants of health.

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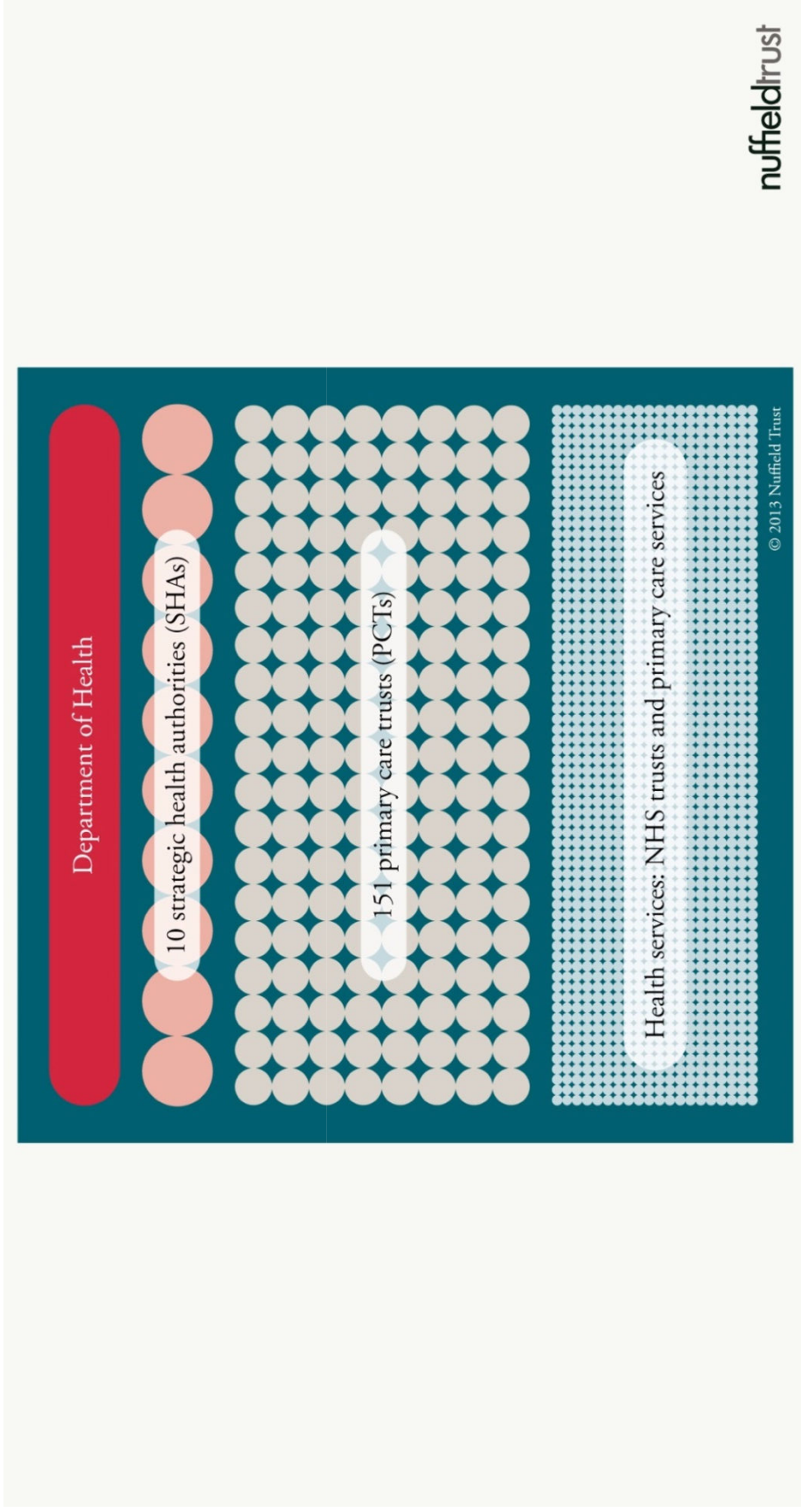
**Haringey**  
**Clinical Commissioning Group**

# **Introduction to Haringey CCG**

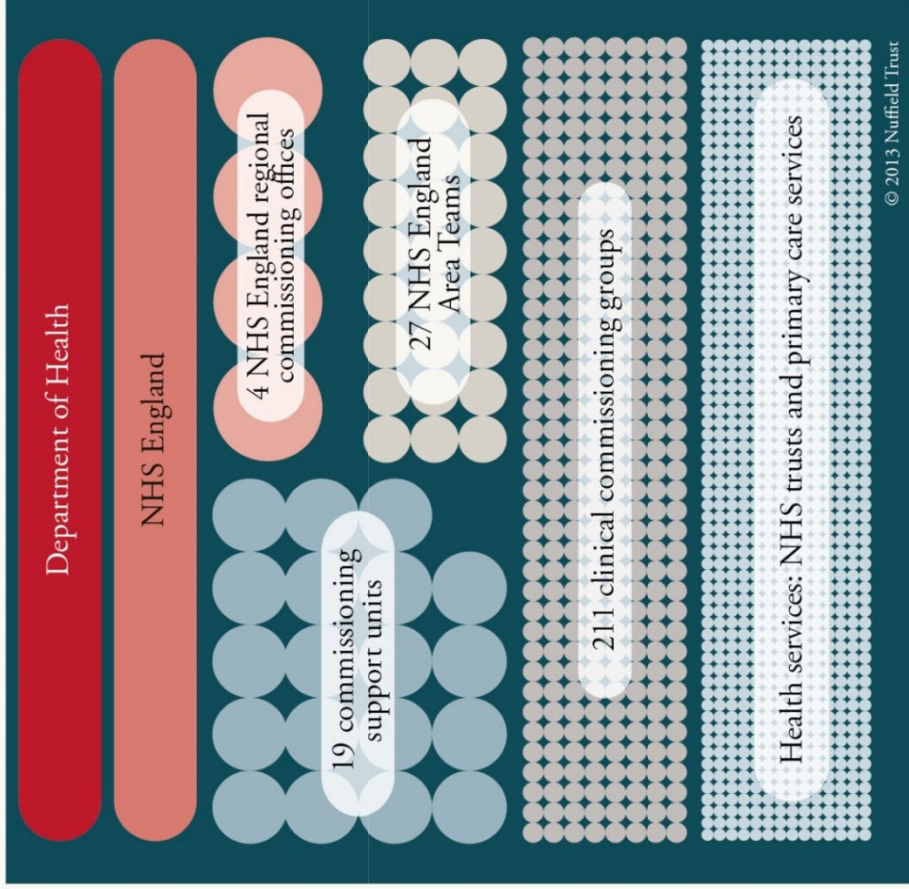
**Sarah Price**  
Chief Officer  
Haringey CCG

# The NHS in England before the reforms

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# The NHS: April 2013 onwards



# CCGs

- There is CCG in each local area.
- All GP practices belong to a CCG, which include other health professionals, such as nurses.
- CCGs commission most services for their local populations, including:
  - planned hospital care
  - rehabilitative care
  - urgent and emergency care (including out-of-hours)
  - most community health services
  - mental health and learning disability services
- Both NHS England and CCGs have a duty to involve their patients, carers and the public in decisions about the services they commission.



# NHS England

- Oversees the operation of Clinical Commissioning Groups
- Allocates funds to Clinical Commissioning Groups
- Commissions primary care (GPs, pharmacists, opticians)
- Commissions specialised services (e.g. rare cancers, HIV, secure mental health, burns)

## Other changes

- **Public health** – the local public health function is now within local authorities.
- **Commissioning Support Units** – provide support to a number of CCGs e.g. contract management, back office functions
- **Health and Wellbeing Board** - every local authority now has a Health and Wellbeing Board as a forum for local commissioners across the NHS, social care, public health and other services

# Our main providers

49 GP practices

57 Pharmacies

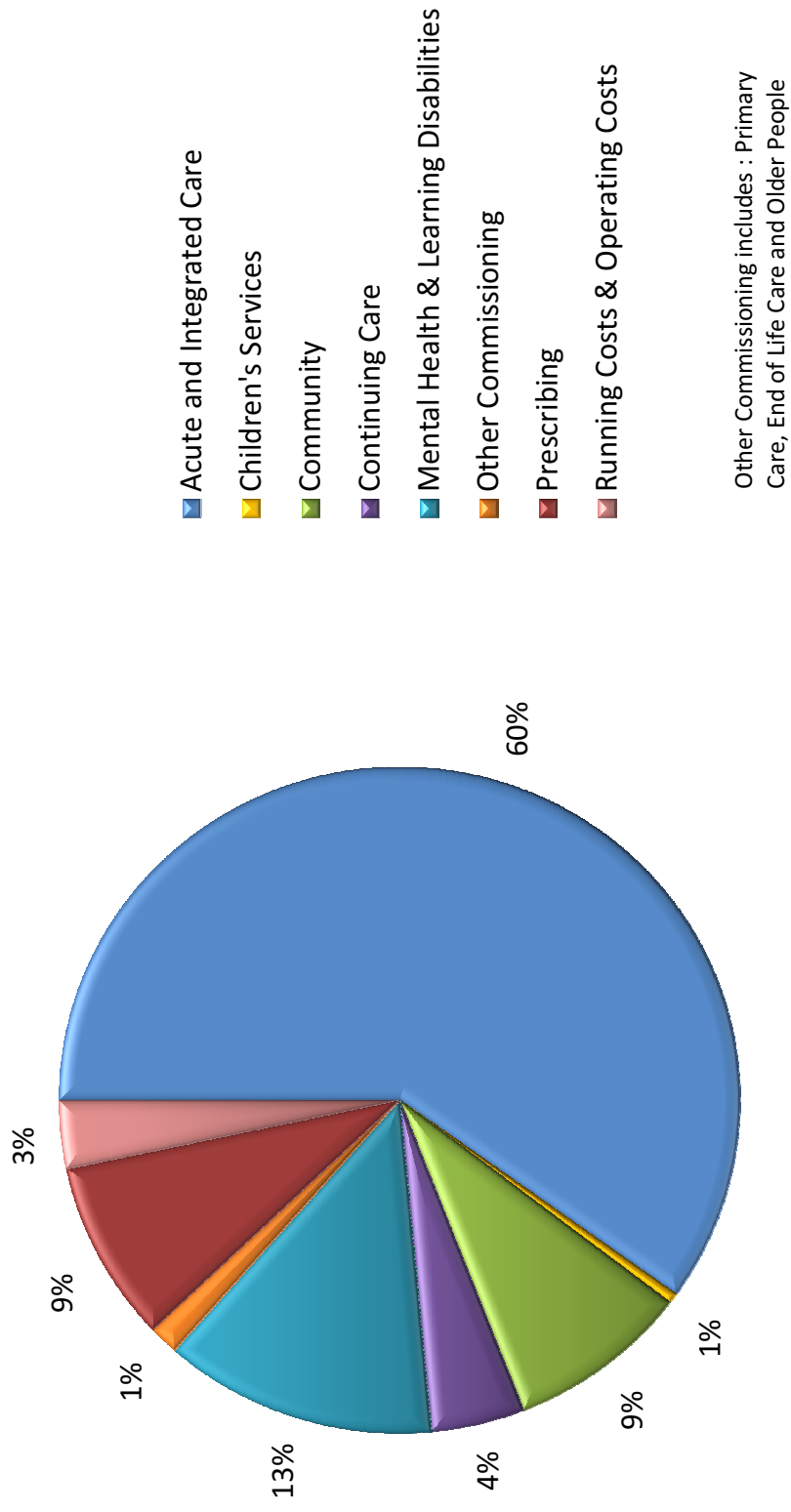
54 Dental practices

27 Optometrists



# What we spend our money on

In 2013-14, the CCG's budget was £316 million and was spent on:



**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

Councillors: Berryman, M Blake, Hearn (Chair) and Ibrahim

Co-opted Members: Ms. Y. Denny (Church of England Representative), Mr. C. Ekeowa (Catholic Diocese representative) and Mr. K. Taye (Parent Governor)

**CYPS1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Hare and Morris and Mr Collier.

**CYPS2. DECLARATIONS OF INTEREST**

None.

**CYPS3. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**CYPS4. MINUTES**

In respect of item CYPS114 (Fostering Service Review and Implementation), it was noted that it had been agreed that an update be provided in six months time on progress with the achievement of targets. In respect of item CYPS115 (Hartsbrook School – E-Act), it was noted that the Lion Academy Trust had now taken over the running of the school. In respect of item CYP116 (Early Help Offer for Children and Young People), it was noted that an opportunity for Members to feed into the development of the initiative was to be arranged in due course. A regional seminar on early help had recently been held by OFSTED as part of their Getting to Good programme and it was agreed that the papers and slides from this would be shared with Panel Members.

**AGREED:**

1. That an item be added to the agenda for the meeting on 3 November on progress with the achievement of targets for the improvements of the fostering service; and
2. That the minutes of the meeting of 27 February 2014 be approved.

**CYPS5. TERMS OF REFERENCE**

The Panel noted that there was currently overlap between the respective responsibilities of the Children and Young People's Scrutiny Panel and the Adults and Health Scrutiny Panel in respect of issues relating to childhood obesity. Susan Oti, the Assistant Director of Public Health, stated that she would prefer it if the issue were covered by the Children and Young People's Panel as there was a close relationship between the issue and other matters and areas of policy that came within the Panel's terms of reference. The Cabinet Member for Children and Families concurred with this view.

**AGREED:**

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

That Overview and Scrutiny Committee be recommended to provide further clarification regarding the respective responsibilities of the scrutiny panels in relation to children's health issues.

**CYPS6. WORK PLAN**

It was reported that the Council had been successful with a bid for support from the Centre for Public Scrutiny (CfPS) for support in undertaking work relating to service transformation. The Panel had indicated that they were interested in undertaking in-depth pieces of work on the challenges faced by young people within the borough as they became adults as well as childhood obesity. Charlotte Pomery, the Assistant Director for Commissioning, stated that the childhood obesity project might be a better fit for the CfPS support as it was more closely linked to a transformation project.

Panel Members felt that issues relating to young people were a higher priority within Haringey. It was noted that the proposal to undertake work in this area involved universal services rather than specifically social care. Whilst childhood obesity was of importance, Panel Members were of the view that the issues associated with it were not unique to Haringey. Ms. Pomery reported that childhood obesity was a major priority for the Health and Well Being Board. A key part of the plans for the development of a programme was to address the issue of engagement with the public and stakeholders.

Panel Members proposed that the following issues be added to the work programme;

- Children and young people within the criminal justice system; and
- Support for parents and carers of disabled children and reforms to arrangements for Special Education Needs (SEN) to examine their impact on inclusive education.

It was also agreed that the issues of test and exam results and progress of new academies would be taken together. It was noted that additional work would need to be undertaken to scope items further.

**AGREED:**

That, subject to the above mentioned additions and amendments, the draft work plan be agreed for recommendation to the Overview and Scrutiny Committee.

**CYPS7. OFSTED SINGLE INSPECTION FRAMEWORK REPORT ON SERVICES FOR CHILDREN IN NEED OF HELP AND PROTECTION, CHILDREN LOOKED AFTER AND CARE LEAVERS AND REVIEW OF THE EFFECTIVENESS OF THE LOCAL SAFEGUARDING CHILDREN BOARD**

Lisa Redfern, the Director of Children's Services, reported on the recent Single Inspection Framework Inspection by OFSTED from 20<sup>th</sup> May – 11<sup>th</sup> June 2014, which had been circulated to panel members prior to the meeting. The inspection had been undertaken on:

- Children in need of help and protection, looked after children and care leavers; and
- The Effectiveness of the Local Safeguarding Children Board.

The services were judged as "Requires Improvement". No widespread or serious failures were identified. Fifty per cent of local authorities across the country inspected so far had also been judged by Ofsted to Require Improvement as the bar has been

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

raised by Ofsted. However, Haringey was ambitious in its approach and wanted to progress to being classified as good.

Ms Redfern accepted the classification that had been given and felt that it was a fair appraisal. There had been many areas where good progress had been highlighted, including the timeliness and quality of assessments, the quality of practice and the obtaining of parental consent. Leadership and management had also been found to be clear and effective and thresholds set and applied appropriately. In addition, the inspection had found that the voice of the child was being heard effectively. The inspection had, most importantly, not found services wanting in terms of protecting children.

Panel Members raised the issue of continuity in the provision of social workers. Ms Redfern commented that significant progress had been achieved. This was due in part to good training and supervision. The service was committed to providing greater continuity and wished to retain good social workers so that children could deal with the same person as much as was possible.

In response to a question from the Chair, it was agreed that a list of outcomes that were striven for in social care as well as a dashboard for early help and youth justice support outcomes would be shared with the Panel. It was noted that performance was reported and monitored on a regular basis.

Jon Abbey, the Assistant Director for Schools and Learning, reported that issues with young people frequently started at an early age. There was therefore a need to improve performance in respect of early help. School attendance was crucial and a major indicator of future success.

Panel Members were of the view that improvement in addressing chronic neglect needed to be given particular priority by services.

Ms Redfern reported that there were a number of recommendations for both the Council and the LSCB to address. 75% of these had already been addressed successfully. The governance arrangements had been significantly strengthened and there was an established Getting to Good Board that was focussed currently on plans to implement the recommendations. The OFSTED action plan was being developed but could not be shared with the Panel until such time as OFSTED had approved it.

**AGREED:**

1. That that a list of that outcomes aimed for by the Children and Young People's Service be shared with Panel Members; and
2. That, when approved by OFSTED, the action plans arising from the recent inspections be circulated to Panel Members.

**CYPS8. COUNCIL AND MULTI AGENCY BODIES RELEVANT TO CHILDREN AND YOUNG PEOPLE**

In respect of governance structures, the Cabinet Member for Children and Families reported that it was important to ensure that there was the right level of Member

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL  
MONDAY, 29 SEPTEMBER 2014**

involvement. Although there appeared to be a lot of overlap, particularly in respect of the multi-agency bodies, there were clear differences between the functions of many of the bodies. Considerable efforts had been made to rationalise the number of bodies and it was now felt that there was no further scope for reducing them.

**Cllr Kirsten Hearn  
Chair**



**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 30 SEPTEMBER 2014**

Councillors Blake (Chair), Gallagher, Jogee and Newton

Co-opted Member: Mr. I. Sygrave (Haringey Association of Neighbourhood Watches)

**CSP1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Doron and Gunes.

**CSP2. DECLARATIONS OF INTEREST**

None.

**CSP3. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

**CSP4. TERMS OF REFERENCE**

Councillor Jogee raised the issue of community cohesion and which scrutiny panel was responsible for addressing the issue.

**AGREED:**

That clarification be sought regarding which scrutiny body is responsible for addressing issues related to community cohesion.

**CSP5. WORK PLAN**

The Chair reported that Councillor Doron had requested that issues relating to the green economy, air pollution and the natural environment be added to the work programme.

Councillor Bull, the Chair of the Overview and Scrutiny Committee, welcomed the proposal to include the local policing model within the workplan. He felt that Police Safer Neighbourhood Teams (SNTs) had been reduced in their effectiveness since they had been reorganised. Having the issue as an agenda item would provide the opportunity for the Panel to express their concerns. He suggested that the relevant senior Police officer responsible for the SNTs be invited to come along as well. Mr. Sygrave commented that the concerns of Neighbourhood Watches regarding the changes had been communicated to the Borough Commander.

In terms of the proposed in-depth piece of work on equality of access to sporting facilities, Panel Members felt that quality should also be looked at as part of this.

The Cabinet Member for Environment commented that scrutiny could play a particularly valuable role by looking at how other local authorities addressed issues. Site visits could be particularly useful. He welcomed dialogue with the Panel.

**AGREED:**

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 30 SEPTEMBER 2014**

That, subject to the above mentioned additions and amendments, the draft work plan be agreed for recommendation to the Overview and Scrutiny Committee.

**CSP6. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR THE ENVIRONMENT**

Councillor McNamara, the Cabinet Member for the Environment, reported on the key areas within his portfolio. These included parks, leisure, waste and traffic management.

He acknowledged that measures to mitigate the impact of reconstruction works to Colney Hatch Lane could have been undertaken in a better way. However, action had been taken quickly when issues had been raised. He also stated that signage provided in the Muswell Hill and Wood Green areas by Transport for London (TfL) during the works could be improved.

In answer to a question, the Cabinet Member reported that cycling plans for the borough involved reducing the amount of traffic on some roads, such as Mary Neuner Road, and these would therefore not be used as relief roads during road closures.

He reported that the controlled parking zone (CPZ) in Wood Green was currently being reviewed. It was the longest standing CPZ in the borough and had the longest hours. The aim was to examine all relevant issues as part of the work. If successful, consideration would be given to adopting a similar approach to reviewing CPZs in Muswell Hill and Tottenham.

In respect of waste and recycling, he stated that discussions were taking place with Veolia regarding a number of issues, including bins, collection of purple bags and timed collections. In respect of timed collections, these were beginning to be rolled out and only included 10 streets so far. The service was currently focussing on street furniture, including jet washing of bins.

He reported that the borough had recently achieved its 18<sup>th</sup> green flag for parks in respect of Down Lane Recreation Ground. He stated that the same standards applied to all parks, irrespective of their status. He also wished to ensure the cleanliness of all parks and was happy to use enforcement as a tool to achieve this if necessary. Money could be better spent on Council priorities rather than cleaning up unnecessarily.

The Cabinet Member acknowledged that Finsbury Park concerts were not popular with some residents and changes had been made to how they were organised in order to address concerns. However, the big events that took place should not obscure the many smaller, community events that also happened in the park. He was committed to ensuring that meetings of the Finsbury Park Stakeholder Group were open and public.

In answer to a question, he was pleased that there was ongoing dialogue regarding the concerts. By the time of the next series of summer concerts, the new bookings policy would have been in place for over a year which would allow lessons from the first series of concerts to have been taken on board. There had been some issues in respect of noise and further discussion was needed, particularly in respect of minimum standards. It was hoped to engage with the community at an early stage. It was noted that bookings were normally finalised from January onwards.

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TUESDAY, 30 SEPTEMBER 2014**

Refurbishment work on leisure centres was almost complete. However, there had been issues relating to Park Road but it was anticipated that the centre would be open fully from January. In answer to a question, the Cabinet Member stated that leisure staff had been transferred over to Fusion through the TUPE process and agreement had been reached that changes could not be made to their terms and conditions for at least two years. However, this did not preclude Fusion from restructuring, which they had done. During this process, staff had been offered three options:

- To remain on their current terms and conditions;
- To accept a buy out of their current terms and conditions in return for accepting Fusion ones; or
- Redundancy.

The situation at White Hart Lane Community Sports Centre was different as it had been leased to Fusion on a long term basis. The extensive refurbishment associated with this had resulted in some redundancies for Haringey staff.

He reported that the drop bins were to be introduced across Haringey and he was happy to share the programme for their introduction with Panel Members when finalised. Graham Beattie, the Interim Assistant Director of Single Front Line, reported that care would be taken in where the bins were sited. They were roughly the same size as grit boxes. If objections were received regarding their placement, they could be moved. It was agreed that engagement would take place with ward Councillors regarding location of the bins.

It was noted that, in the first instance, the drop bins were to be introduced in Wood Green and Tottenham initially and then Green Lanes. The cost of the boxes was £163 and would be borne by Veolia as part of their development budget. Their use would save money in the long term and they would also help make purple bin bags less visible on streets.

In answer to a question regarding what lessons that could be learnt from practices in other boroughs, he stated that some boroughs spent more on enforcement than Haringey but they also had larger aggregate budgets. Veolia were contracted by several other boroughs besides Haringey and lessons could be learnt from them. In particular, drop bins for purple bin bags had been used successfully elsewhere.

Panel Members noted that there had been performance issues relating to waste collection that had coincided with holiday periods when higher numbers of temporary staff were being used. The Cabinet Member reported that there had been discussions regarding this with Veolia. Should the number of missed collections not improve, the contractor could be fined.

Members of the Panel raised the issue of street clutter and enquired as to whether it was possible to remove unused telephone boxes. The Cabinet Member agreed to give further consideration to the issue and report back in due course.

The Panel noted that the Council had a responsibility to treat Japanese knotweed. There was a three year cycle of treatment in parks and the Council was commissioned to undertake similar work on housing estates.

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The Chair stated that standards of street cleansing acted as a barometer for the state of the borough. She welcomed the improvements that had taken place but was concerned about rubbish origination from houses in multiple occupation (HMOs). She accepted that this was difficult to address but felt that the Council should pursue such the issue. She welcomed the introduction of jet washing of bins and drop bins for purple bin bags. In terms of the Finsbury Park concerts, it was noted that these had brought in a total of £750,000 of income that would be ring fenced to parks. Half of this would go to Finsbury Park with the remainder going to other parks.

**AGREED:**

1. That it be recommended that engagement be undertaken by Single Front Line Service with ward Councillors regarding location of drop bins for purple bins bags; and
2. That the Cabinet Member be recommended to give further consideration to the issue of the removal of unused telephone boxes and report back to the Panel in due course.

**CSP7. STREET CLEANSING; CURRENT POSITION**

Graham Beattie, the Interim Assistant Director of Single Frontline Services reported on current performance. He commented that targets had been achieved consistently for several months until August and officers were looking at why this had occurred. Performance in respect of detritus and graffiti was also good. Performance levels in individual wards was generally good but there had been issues in Northumberland Park and the reasons for this were being looked at. There had been some issue relating to fly posting, where there was a particular issue with business card sized stickers being placed on shop windows. Removing these could be very time consuming.

In respect of fly tipping, the Cabinet Member commented that fly tipping was a large problem for the borough and addressing it was dependent on people acting responsibly. The Panel noted that it might be possible to develop the Council's mobile app so that arrangements could be made through it for rubbish to be picked up. There was also a need to communicate to all people how upsetting fly tipping was for residents.

**AGREED:**

That the current performance data be noted.

**CSP8. WASTE AND RECYCLING DATA - CURRENT PERFORMANCE.**

Graham Beattie, the Interim Assistant Director of Single Frontline Services reported that recycling performance had been ahead of target except for August. The priorities for the forthcoming year were to address the issue of food waste in social housing developments. A pilot scheme had proven to be very successful. In addition, recycling in the street was being encouraged.

**AGREED:**

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That the current performance data be noted.

**CSP9. LEISURE CENTRE REFURBISHMENT AND WHITE HART LANE IMPROVEMENTS**

Andy Briggs, Head of Direct Services, reported that in 2011, the Council's Cabinet approved the seeking of an alternative management solution for three of the five leisure centres operated by the Council and agreed that the remaining two should be leased out. The rationale for the different approaches was based upon an options appraisal exercise that had informed the Cabinet report. This stated that White Hart Lane Community Sports Centre, as a mainly outdoor focused facility that required considerable investment, should be considered for an alternative approach to that recommended for the majority of the mainstream leisure centres.

As part of the award of the contract, Fusion were committed to investing £14.7m to refurbish the centres and enhance the facilities at Broadwater Farm, Tottenham Green Leisure Centre and Park Road Leisure Centre. Whilst the works at Broadwater Farm and Tottenham Green had proceeded to plan, there had been unforeseen issues in respect of Park Road arising from the refurbishment of the lido. These issues had resulted in delay. Alternative arrangements had been made for several of the activities offered and Fusion were committed to getting all the facilities open as soon as possible.

White Hart Lane Community Sports Centre differed from the other centres as it was more orientated towards sport rather than leisure. The agreement with Fusion had committed them to refurbish and develop the facilities. This included:

- A newly resurfaced full sized multi use games area;
- A new four court indoor tennis dome;
- A new full size stadium 3G pitch;
- Refurbished athletics track; and
- Ten 5-a-side 3G pitches

These works were scheduled to be completed in November. Work would also be undertaken to refurbish the areas under the grandstand and these were scheduled to be finished by March next year.

In response to a question regarding the diving pool facility at Park Road, the Cabinet Member commented that there had been technical issues that had arisen in the process of refurbishing it. All efforts would be made to find a solution but there were genuine difficulties and a range of options had already been tried. Stakeholders would be kept informed of progress. It was noted that the improvements to Park Road would include heating for the outdoor pool.

Mr Briggs stated that Fusion had full ownership and control over pricing at White Hart Lane although the Council had retained control over concessionary rates. However, Fusion were not expected to charge excessive amounts which the local market could not sustain.

The Chair reported that proposals had been made in the borough's last sports and physical activity strategy to establish a borough football hub and enquired what progress had been made with this. Mr Briggs reported that a lot of football development work had been undertaken with local clubs and organisations. There was

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still a strong desire to develop sport and White Hart Lane Community Sports Centre would be part of this.

The Chair reported that there appeared to be an issue in the east of the borough with the availability of sports facilities. One specific problem was the lack of changing facilities. In particular, she had been approached by a local resident regarding the lack of changing facilities for football at White Hart Lane Recreation Ground. The Panel noted that the changing facilities at Downhills Park were slowly being brought back into use.

The Cabinet Member stated that he would welcome the Panel undertaking some work on this issue. The Council was only responsible for some of the sports facilities within the borough. In addition, he felt that the quality and quantity of facilities in the west of the borough could be over estimated. The issue impacted on other key issues for the Council such as public health, health inequalities and children. In particular, the move of responsibility for public health to the Council could provide opportunities for addressing sport and recreation more effectively.

It was noted that physical activity and sport were a key part of the borough's Health and Well Being Strategy. In addition, work was to be undertaken in developing an outdoor facilities strategy. Work was also being undertaken with schools to improve community access to facilities.

**AGREED:**

That the report be noted.

**Clr Barbara Blake  
Chair**

**MINUTES OF THE HOUSING AND REGENERATION SCRUTINY PANEL  
TUESDAY, 30 SEPTEMBER 2014**

Councillors Adje (Chair), Bevan, Carroll, Diakides and Engert

**LC1. WEBCASTING**

**LC2. APOLOGIES FOR ABSENCE**

Apologies were received from Cllr Elliot and from Cllr Marshall.

**LC3. DECLARATIONS OF INTEREST**

None.

**LC4. URGENT BUSINESS**

None received.

**LC5. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

None received.

**LC6. TERMS OF REFERENCE**

The panel noted and agreed the terms of reference for the Housing and Regeneration Scrutiny Panel.

**LC7. CABINET Q & A**

7.1 The Cabinet Member for Planning attended and provided a briefing on this portfolio and then responded to questions from the panel. As the following item (Planning Enforcement) fell within this portfolio area, this was also incorporated into the Cabinet Q and A discussions. The following is a summary of the key points from this discussion.

7.2 Within the briefing, the Cabinet member highlighted key achievements of the planning service over the past 6 months together with future challenges and opportunities that the service faces going forward. These were:

- Achievements: significant progress on delivery of planning service improvement programme, completion of new member training, adoption of Community Infrastructure Lev;
- Opportunities: harnessing community interest and expertise in local planning and development processes;
- Challenges: workloads and planning reforms, increased workloads are not matched by increased income from fees due to statutory fees regime, recruitment and retention of expert planning staff.

7.3 It was noted that the planning service would be offering a programme of planning visits for members. This programme would incorporate a range of activities including visits to local completed developments, developers and architects. The

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purpose of this programme was to raise awareness of some of the local planning challenges and successes, and through dialogue with members, further identify community aspirations for new development.

7.4 The panel noted the work of the planning enforcement service in relation to a number of local industrial sites that were being used for residential accommodation. Planning and other enforcement services (waste, licensing, building control and planning) were working together to resolve the following issues:

- Designated employment site being used for residential accommodation being;
- Health and safety issues;
- Hygiene and public health issues.

7.5 The panel noted that there were a number of factors that inhibited effective enforcement action in respect of 'industrial living sites' which were:

- The scale of the issue, there are estimated to be in excess of 1,000 people living in such accommodation;
- Access to units can be difficult were the planning service to resort to courts to gain access;
- In some instances, people have lived in this setting for many years which restricts planning enforcement options.

7.6 After further assessment of the nature and usage of the sites, it was apparent that units were also used for small artist workshops and other small enterprises. As a result, what was originally an enforcement issue for the Council, now encompasses a regeneration perspective, given the value that these units provide in terms of economic and social benefits to the local community. It was noted that this had precipitated a meaningful dialogue about the use and purpose of the land with both landowners and residents.

**Agreed:** That a briefing on industrial living would be provided to the panel for the 3<sup>rd</sup> November 2014.

7.7 It was noted that the sites such as those described above were important for the growth and development of small and medium sized businesses and that there was a concern that such sites may be lost to housing development. The panel wanted reassurance that the economic value and importance of existing and potential SME business sites should be considered in the broader economic development plans for the borough.

**Agreed:** That a briefing on the Growth and Economic Development Strategy would come to the panel (with reference to retention of sites for small businesses) on the 3<sup>rd</sup> November 2014.

7.8 It was noted that in respect of large scale developments (i.e. Tottenham), miscommunications sometimes arose between the planning service, local councillors and the community which resulted in misinformation being circulated. The Cabinet member indicated that an open and transparent approach was being adopted within these developments and that he had met with local ward councillors in Northumberland Park and Tottenham Green and was open to further meetings with other members to discuss and clarify plans.



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7.9 The panel noted that the planning website was constantly being evaluated to ensure that all necessary information was available and that relevant pages were easy to navigate. The Customer Service Transformation project, with a new IT system, would also contribute to greater ease of access to planning service information.

7.10 The panel noted that a consultation for the new waste plan would be undertaken in the New Year, most likely February 2014.

7.11 Members of the panel indicated that transportation responses to planning applications were often not accurate or in sufficient detail when included in final planning reports. It was noted that in a number of cases, TFL had responded directly to the applicant and these responses had been omitted from reports. The panel were reassured that these would be incorporated into future reports.

7.12 The panel was informed that the inclusion of planning enforcement function in to all planning officers' job descriptions was not viable. This had been trialled but had not been successful as this role often required specialist knowledge and input for effective action. The panel noted that the service was intending to increase its enforcement profile and capability through a number of other ways:

- Where planning breaches were identified, that a more robust approach to enforcement is adopted by the council;
- Publicising the outcomes successful planning enforcement outcomes within the community;
- The introduction of new working methods in the planning service;
- In respect of industrial living complexes, a project manager was being recruited to coordinate enforcement action and planning response.

7.13 The panel noted that the resource for planning enforcement had not been increased in recent budgets, and as a result, new ways of working were being developed to help extend enforcement capability. Further prioritisation of this aspect of planning function would require a reassessment of current resourcing levels. It was noted that a workshop was planned for November 2014 to raise awareness of planning enforcement issues with members, and that this would also be an opportunity for members to contribute to the repositioning and focus planning enforcement services.

7.14 Members of the panel sought further clarification in respect of planning applications being agreed when these appeared to contravene local planning policies. An example provided was that of a recent planning proposal being approved when this did not meet minimum room size policy guidelines. The panel noted that a planning proposal can only be rejected for what are defined as 'material reasons', and that local policies are predominantly there for guidance and are not part of the legal framework for decisions. The panel noted that difficult decisions have to be taken and that a balance has to be struck in terms of the quality and compliance of the whole application, and the likely costs of dealing with an appeal.

7.15 The panel suggested that in light of the above, further work may need to be undertaken to promote awareness of the planning process among local residents. It was noted that further information would be placed on planning service web pages to ensure that local stakeholders have an improved understanding of how planning decisions are reached.

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7.16 The panel noted that the planning service had provided training sessions for councillors on planning policy and development management processes and that these had been well received. The panel welcomed the planned site visits programme as this would help them to identify the nature and characteristics of good development and inform decision making processes.

**LC8. PLANNING ENFORCEMENT - PERFORMANCE MONITORING**

This item was covered in discussions for item 6 above.

**LC9. WORK PROGRAMME 2014/ 15**

The panel noted and discussed the work programme for the year ahead (2014/15). The work programme is made up of a number of short reports requested by the panel together with those projects that the panel wish to investigate in further detail. These have been scheduled in to a forward plan, which was agreed by the panel.

**Agreed:** Housing and Regeneration Scrutiny Panel forward plan to be circulated to lead officers to note.

**LC10. DELIVERY OF AFFORDABLE HOUSING (PANEL PROJECT)**

A presentation on the proposed scope for the panel project was presented at the meeting to the panel. Panel members were invited to comment further on the aims and objectives of the project scope (by October 8<sup>th</sup> 2014), which could then be discussed with relevant officers and agreed by Overview & Scrutiny Committee at its next meeting.

**Agreed:** The panel to feedback on the proposed scope of the project.

**LC11. DATES OF FUTURE MEETINGS**

Dates were noted and confirmed.

**Clr Charles Adje**

**Chair**

**Overview and Scrutiny Committee Forward Plan – November 2014***Working document***1 December 2014**

- Cabinet Member Q&A – Leader (on portfolio area)
- Cabinet Member Q&A – Cllr Goldberg
- Budget Monitoring
- Customer Services Transformation
- Debt collection policy

**18 December 2014**

- Scrutiny of the Medium Term Financial Strategy

**27<sup>th</sup> January 2015**

- Cabinet Member Q&A – Cllr Arthur
- Budget Scrutiny report (for approval and referral to Cabinet)
- Performance Monitoring report
- Corporate Plan
- Draft Delivery framework
- Draft TMSS

**26 March 2015**

- Cabinet Member Q&A – Cllr Goldberg
- Scrutiny Review update – Under Occupation (Affordable Homes Act)

**Project:**

- Job Support Market

**To be confirmed**

- Libraries Review

Other:

**19<sup>th</sup> January, 5-8pm**

Performance Training – Grant Thornton/CfPS

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## **PUBLICATION OF THE INTENTION TO MAKE A KEY DECISION<sup>1</sup>**

*Notice of Key Decisions being made by your Council over the next 3 months*

**AND**

## **NOTICE OF A PRIVATE MEETING OF A DECISION MAKING BODY<sup>2</sup>**

*Occasions over the next 3 months when the public may be excluded from meetings due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them*

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<sup>1</sup> In accordance with Regulation 9(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

<sup>2</sup> In accordance with Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

## **Publicity in connection with Key Decisions.**

Where the Leader of the Council, the Cabinet, an individual Cabinet Member or a Cabinet Committee intend to make a key decision, the Council is required to give a minimum of 28 clear days public notice. This notice exceeds the statutory minimum by giving notice of key decisions which are intended to be taken over the next 3 months. New notices for the ensuing 3 month periods will be given at monthly intervals.

A Key Decision is defined in legislation as a executive decision, which is likely:

- to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

## **The Cabinet**

In Haringey, the Cabinet is made up of nine councillors including the Leader and is responsible for taking most of the Council's Key Decisions. Like government ministers in the cabinet, each councillor is in charge of a specific portfolio. The Cabinet currently comprises the following portfolio holders –

Leader of the Council (Chair) – Councillor Claire Kober  
 Cabinet Member for Children and Families –Councillor Ann Waters  
 Cabinet Member for Economic Development, Social Inclusion and Sustainability – Councillor Joe Goldberg  
 Cabinet Member for Environment – Councillor Stuart McNamara  
 Cabinet Member for Resources and Culture – Councillor Jason Arthur  
 Cabinet Member for Regeneration and Housing - Councillor Alan Strickland  
 Cabinet Member for Communities and Deputy Leader - Councillor Vanier  
 Cabinet Member for Health and Wellbeing – Councillor Peter Morton

Cabinet Member for Planning – Councillor Ali Demirci

- The Cabinet meets monthly to make key decisions as set out in this notice.
- The Cabinet makes decisions on how Council services are delivered.
- The Cabinet meets in public except when considering exempt or confidential information.

### **Procedures prior to private meetings**

A decision making body may only hold a meeting in private if a minimum of 28 clear days public notice has been given.

This notice is available for inspection at Haringey Civic Centre High Road Wood Green N22 8LE and on the Council's website. This notice exceeds the statutory minimum period by giving notice of the occasions over the next 3 months when currently it is anticipated that the public and press may be excluded from all or part of a meeting due to the likelihood that if members of the public were present during an item of business confidential or exempt information would be disclosed to them.

A statement of reasons for the meeting to be held in private is given in each case with reference to the definitions of confidential and exempt information below. A further notice will be published at least 5 clear days before a private meeting and available for inspection at the Civic Centre and on the Council's website.

A 'private meeting' means a meeting or part of a meeting of a decision making body which is open to the public except to the extent that the public are excluded due to the confidential or exempt business to be transacted.

'Confidential information' means information provided to the Council by a Government Department on terms (however expressed) which forbid the disclosure of the information to the public or information the disclosure of which to the public is prohibited by or under any enactment of a court.

'Exempt information' comprises the descriptions of information specified in Paragraphs 1-7 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Information falling within the above categories is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

If you wish to make any representations as to why the proposed private meeting should be held in public please write to contact Xanthe Barker, Principal Committee Coordinator, River Park House 225 High Road, Wood Green, N22 8HQ, or email to [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)



Haringey Council Forward Plan - 1 November 2014 to 31 January 2015

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
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03-Nov-2014	<b>Better Care Fund (BCF) Revised Guidance</b>	Retrospective endorsement of submission to be made to NHS England on 19 September	KEY	Leader of the Council	Cabinet Member for Health and Wellbeing and Interim Director of Adult Social Services	Report of the Deputy Chief Executive	Public
18-Nov-2014	<b>Financial (budget) Monitoring – Period 6</b>	Monitoring report on forecast spend against budget and consideration of any proposed budget virements	KEY	Cabinet	Cabinet Member for Resources and Culture and the Assistant Director Finance	Report of the Assistant Director Finance	Public
18-Nov-2014	<b>Local Plan Making- Council's Preferred Options for Tottenham Area Action Plan, Sites Allocations and Development Management Development Plans (DPDs)</b>	This report seeks approval to consult on three emerging Local Plan Documents (Regulation 18 ). These draft Development Plan Documents (DPDs) will set out Council's preferred options for Tottenham Area Action Plan, Sites Allocations DPD and Development Management DPD.	KEY	Cabinet	Cabinet Member for Planning and Assistant Director Planning	Report of the Director of Regeneration, Planning and Development	Public
18-Nov-2014	<b>Tottenham Regeneration - Community Engagement</b>	This report sets out the community governance structure for the Tottenham regeneration programme	KEY	Cabinet	Cabinet Member for Regeneration and the Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Public

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
18-Nov-2014	<b>Working with Registered Providers to Deliver and Improve Affordable Housing in the Borough</b>	This report will consider the ways in which the Council and its registered provider partners will work together to both maximise the amount of new affordable housing in the borough and improve housing and estate management across existing estates	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Assistant Director Regeneration	Report of the Director of Regeneration, Planning and Development	Public
18-Nov-2014	<b>Facilities Management Framework Contract</b>	To ask Cabinet to approve the award of the Facilities Management Framework Contract	KEY	Cabinet	Cabinet Member for Housing and Regeneration and Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Private  Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person
20-Nov-2014	<b>Tottenham High Road Historic Corridor (North) Submission of THI Bid</b>	Report to gain approval for submitting a bid for £1.5m to Heritage Lottery Fund to implement a Townscape Heritage Initiative for part of the North Tottenham Conservation Area	KEY	Cabinet Member Signing	Cabinet Member for Housing and Regeneration and the Assistant Director	Report of the Director of Regeneration, Planning and Development	Public

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
Between 08-Dec-2014 and 19-Dec-2014	<b>Extension of Contract for Provision of Desktop Hardware</b>	The Council's existing contract for the provision of desktop and laptop hardware expires in 2015. The contract allows for extension of the contract and approval is sought for this extension.	KEY	Cabinet Member Signing	Cabinet Member for Resources and Culture and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Private  Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
11-Dec-2014	<b>Outcome of Consultation on the Possible Expansion of Three Primary Schools and Decision on Next Steps</b>	We have consulted in the possible expansion of St Mary's CE Primary, ST James C of E Primary and Bounds Green Infant and Junior School and now seek a decision on whether or not to proceed to the first statutory step in any expansion process - the publication of a statutory notice setting out our intention to expand any of the schools followed by a four week representation period to seek views	KEY	Cabinet Member Signing	Cabinet Member for Children and Families and Assistant Director Schools and Learning	Report of the Director of Children's Services	Public
16-Dec-2014	<b>Novation of Managing Agent Contract</b>	Novation of Managing Agent contract from Europa Facility Services Ltd to Bilfinger Europa Facility Management Limited	KEY	Cabinet Member Signing	Cabinet Member for Housing and Regeneration and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Public

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
16-Dec-2014	<b>Corporate Plan, Medium Term Financial Strategy, Workforce Plan 2015/16 to 2017/18</b>	Draft corporate plan, update on the draft 2015/16 budget proposals and the local government finance settlement, draft workforce plan including headcount changes	KEY	Cabinet	Leader of the Council and Cabinet Member for Finance and Resources and Deputy Chief Executive, Assistant Director Finance and Assistant Director Human Resources	Report of the Deputy Chief Executive, Assistant Director Finance and Assistant Director Human Resources	Public
16-Dec-2014	<b>High Road West Regeneration Scheme</b>	This report will set out the findings of the final consultation on the High Road West masterplan and results of the section 105 Housing Act consultation. The report will ask Cabinet to consider the masterplan and policies relating to progressing regeneration in High Road West.	KEY	Cabinet	Cabinet Member for Regeneration and Housing and Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Public
16-Dec-2014	<b>Admissions to Schools – Proposed Admission Arrangements for 2016/17</b>	To agree the proposed arrangements for admission to community nursery classes, primary, junior and secondary schools and to St Aidan's Voluntary Controlled School and for 6th form admission for the year 2016/17 can go out for consultation	KEY	Cabinet	Cabinet Member for Children and Families and the Assistant Director Schools and Learning	Report of the Director of Children's Services	Public

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
16-Dec-2014	<b>Ofsted Action Plan</b>	The Action Plan for Children's Service developed in response to the Ofsted Single Inspection Framework undertaken from 20 May to 11 June 2014. The report was published on 18 July 2014; outcome: Requires Improvement; Local Safeguarding Children's Board: Requires Improvement	NON-KEY	Cabinet	Cabinet Member for Children and Families and the Assistant Director Safeguarding and Social Care	Report of the Director of Children's Services	Public
16-Dec-2014	<b>Procurement of a Customer Platform</b>	In order to deliver key changes as part of the Customer Services Transformation programme a Customer Platform is required to provide the necessary technological support for residents and staff	KEY	Cabinet	Cabinet Member for Resources and Culture and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Private  Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person
19-Dec-2014	<b>Adoption of revised Conservation Area Appraisal and Management Plan for part of the North Tottenham High Road</b>	Report seeking the adoption of a revision to the existing Conservation Area Appraisal and Management Plan for North Tottenham High Road Conservation Area, specifically to support the Heritage Lottery Fund Bid under the THI scheme for shop front improvements	NON-KEY	Cabinet Member Signing	Cabinet Member for Planning and Assistant Director	Report of the Director of Regeneration, Planning and Development	Public

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
19-Dec-2014	<b>Award of Sexual Health Services Contract</b>	The report seeks agreement to an award of contract for Sexual Health services in Haringey following an open tender	KEY	Cabinet Member Signing	Cabinet Member for Health and Wellbeing and the Director of Public Health	Report of the Director of Public Health	Private  Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)
20-Jan-2015	<b>Financial (budget) Monitoring – Period 9</b>	Monitoring report on forecast spend against budget and consideration of any proposed budget virements	KEY	Cabinet	Cabinet Member for Resources and Culture and Assistant Director Finance	Report of the Assistant Director Finance	Public
20-Jan-2015	<b>Haringey Economic Development and Growth Strategy</b>	To secure Cabinet approval for the Haringey Economic Development and Growth Strategy which will set out the Council's approach to pursuing economic growth over the next five years	KEY	Cabinet	Cabinet Member for Economic Development, Social Inclusion and Sustainability and the Director of Regeneration, Planning and Development	Report of the Director of Regeneration, Planning and Development	Private  Part of the report will contain exempt information under Para 3 - information relating to the financial or business affairs of any person (including the authority holding that information)

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
20-Jan-2015	<b>Transformation of Customer Services and Libraries</b>	Report setting out the integration of Customer Services and Libraries, including a request for investment to transform Marcus Garvey library into a new integrated library and customer services centre.	KEY	Cabinet	Cabinet Member for Resources and Culture and Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Public
20-Jan-2015	<b>Noel Park Conservation Area Appraisal and Management Plan</b>	This report seeks approval to consult on the draft Noel Park Conservation Area Appraisal and Management Plan. The appraisal will set out the special significance of the character of the area and provide guidance for alterations and new development. Consistent with the National Planning Policy and English Heritage guidance, the document aims to provide clear evidence to residents, property owners and other decision makers about the significance of the conservation area. The document has been prepared with the residents and community members as part of a Community Heritage Initiative supported by English Heritage.	KEY	Cabinet	Cabinet Member for Planning and Assistant Director Planning	Report of the Director of Regeneration, Planning and Development	Public

Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
20-Jan-2015	<b>Approval of Compulsory Purchase Action - Empty Properties</b>	The report sets out proposals to make Compulsory Purchase Orders (CPOs) on nine vacant properties within Haringey. These properties have been empty for a long time and are eyesores often causing issues for neighbouring properties. Some of them have also been used by squatters in the past.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Housing Improvement Manager	Report of the Interim Chief Operating Officer	Private  Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person
20-Jan-2015	<b>Homelessness Strategy</b>	The report will set out the Council's approach to homelessness.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Public
20-Jan-2015	<b>Placement Protocol</b>	The placement protocol sets out the proposals for placing residents needing TA or those that can be placed as homeless into the private sector, including placing out of borough and out of London.	KEY	Cabinet	Cabinet Member for Housing and Regeneration and the Interim Chief Operating Officer	Report of the Interim Chief Operating Officer	Public



Date of Decision or period within which the decision is to be made	Matter in respect of which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Documents to be submitted to decision maker	Public or Private Meeting
20-Jan-2015	<b>Planning Authority Monitoring Report (AMR) 2013/14</b>	This report seeks approval for the adoption and publication of the Planning Authority Monitoring Report 2013/14. The AMR is required by the Localism Act 2011. It assesses the effectiveness of Haringey's planning policies and reports on milestones in the Local Development Scheme.	KEY	Cabinet	Cabinet Member for Planning and Assistant Director Planning	Report of the Director of Regeneration, Planning and Development	Public
20-Jan-2015	<b>Award of Contract for Stop Smoking Service</b>	This report seeks authorisation to award a Contract for a Stop Smoking Service in 2015-16. The Contract is for one year with the option to extend for a further period of 1 year + 1 year.	KEY	Cabinet	Cabinet Member for Health and Wellbeing and the Director of Public Health	Report of the Director of Public Health	Private  Part or all the report will contain exempt information under Para 3 – Information relating to the financial or business affairs of any person (including the authority holding that information)

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**Haringey** Council

<b>Report for:</b>	<b>Overview and Scrutiny Committee</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Changes to Panel Memberships</b>		
<b>Report Authorised by:</b>	<b>Cllr Bull, Chair, Overview and Scrutiny Committee</b>		
<b>Lead Officer:</b>	<b>Melanie Ponomarenko</b> <b>Senior Policy Officer (Scrutiny)</b> <a href="mailto:Melanie.Ponomarenko@Haringey.gov.uk">Melanie.Ponomarenko@Haringey.gov.uk</a> <b>0208 489 2933</b>		
<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decisions:</b>		

## 1. Report

- 1.1. The meeting of the Overview and Scrutiny Committee on 13 October agreed the amended membership of the Environment and Community Safety Scrutiny Panel. This report requests approval for one further change to the membership, with Councillor Wright replacing Councillor Doron.

## 2. Cabinet Member introduction

N/A

## 3. Recommendations

- 3.1. The Overview and Scrutiny Committee is asked to agree to the replacement of Councillor Doron by Councillor Wright on the Environment and Community Safety Scrutiny Panel.

## 4. Alternative options considered

N/A



**Haringey Council**

## **5. Background information**

5.1. The responsibility of the Committee to appoint the membership of the standing scrutiny panels is outlined in Paragraph 1.2 (ii) Part 4, Section G of the Overview and Scrutiny Procedure Rules (Haringey Council Constitution).

5.2. Following the approval of the appointment of Councillor Wright, the revised of the Environment and Community Safety Scrutiny Panel will be as follows:

### **Environment and Community Safety Scrutiny Panel**

- Cllr Tim Gallagher
- Cllr Makbule Gunes
- Cllr Bob Hare
- Cllr Martin Newton
- Cllr Adam Jogee
- Cllr Charles Wright

## **6. Comments of the Chief Finance Officer and financial implications**

6.1. There are no financial implications arising from the recommendations set out in this report.

## **7. Comments of the Assistant Director of Corporate Governance and legal implications**

7.1. The Committee has the constitutional power to appoint members to the Scrutiny Review Panels. This include making any required changes to the membership of Scrutiny Panels

## **8. Equalities and Community Cohesion Comments**

8.1. Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It undertakes this in a number of ways;

- It seeks and articulates the views of members of the local community and their representatives on issues of local concern. It also provides a means of bringing these to the attention of decision makers and incorporate them into policies and strategies;
- It identifies and engages with hard to reach groups;
- It helps to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward;
- the evidence generated by scrutiny helps to identify the kind of services wanted by local people;
- It promotes openness and transparency; all meetings are held in public and documents are available to local people.



**Haringey** Council

**9. Head of Procurement Comments**

N/A

**10. Policy Implication**

N/A

**11. Reasons for Decision**

N/A

**12. Use of Appendices**

**13. Local Government (Access to Information) Act 1985**

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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 13 OCTOBER 2014**

Councillors Councillors Bull (Chair), Adje, Blake, Connor (Vice-Chair) and Hearn

Also Present: **Co-optees:** Luke Collier, Yvonne Denny, Chukwuemeka Ekweoka and Kefale Taye.

**Councillors:** Arthur

**Officers:** Kevin Bartle, Tracie Evans, Felicity Foley Stephen Lawrence-Orumwense, Melanie Ponomarenko and Carla Segel.

MINUTE NO.	SUBJECT/DECISION
OSCO39.	<p><b>WEBCASTING</b></p> <p>The meeting was not webcast.</p>
OSCO40.	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for lateness were received from Councillor Hearn.</p>
OSCO41.	<p><b>URGENT BUSINESS</b></p> <p>There was no such business.</p>
OSCO42.	<p><b>DECLARATIONS OF INTEREST</b></p> <p>None.</p>
OSCO43.	<p><b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b></p> <p>None.</p>
OSCO44.	<p><b>CABINET MEMBER QUESTIONS - CABINET MEMBER FOR RESOURCES AND CULTURE</b></p> <p>The Chair welcomed Councillor Arthur to the meeting.</p> <p>Councillor Arthur updated the Committee on aspects of his portfolio:</p> <ul style="list-style-type: none"> <li>• This was a significant time of challenge and change for the authority. Over the next three years, the Council was seeking to manage the cuts, whilst pushing for growth in the borough, and delivering value for money services. Officers were looking at where savings could be made in their services, not just by cutting services down, but by looking at how services can be transformed.</li> <li>• The new budget proposals would be published on 5 December 2014, and signed off in February 2015.</li> <li>• The Council was looking to make c.£20m savings in 2015/16. There were some challenging overspends in Childrens and Adults services, but there plans in place to manage these, and reduce them.</li> <li>• Customer Services Transformation programme – a key driver was the increase in expectations and demands from residents. Whilst the digital</li> </ul>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 13 OCTOBER 2014**

offer to residents would be increase, it was as important to ensure that face to face and telephone services were just as effective.

- Work was to be carried out on the current Procurement Strategy to ensure that there were better systems in place to procure services and become more outcome focused, with a commercial outlook to the process.
- Libraries were a critical plan of the customer services provision, and it was important that they provided other services as well as library services. There were a number of recommendations made as part of the Libraries review, and these would be followed up.

Councillor Arthur responded to questions from the Committee:

- The Council would not implement a completely commissioning strategy. Officers would be encouraged to look at what outcomes a service or project needed to deliver, whether this could be delivered internally, what other local authorities were doing, and if it was the case that this could be better achieved by going outside of the organisation, then it was crucial that value for money was achieved.
- The new procurement strategy would focus on how flexibility of contracts to suit the demands, as opposed to fitting in with a framework, and there needed to be a strategic overview. There were a higher number of failed procurements than there should be. A specialist company had been brought in to review the current strategy.
- In terms of digitalising customer services, it was accepted that there would be a group of people in the borough who would still require face to face or telephone services. However, statistics show that 92% of residents in the borough had access to the internet, and it was estimated that there would be an 80% take up.
- No libraries would close as a result of the cuts.
- The last time the pay system was properly reviewed was in 2008. There had been a small review in 2011. A plan should be place by April 2015.
- The costs of the Customer Services Transformation were still to be determined. The delivery would be phased, and fully tested before it was implemented.
- Diversity in the Authority, particularly at senior management level was a challenge, however below this level was quite diverse. The main challenge was that the market was not very good – the level of diversity was not good across the board. HR were looking at ways of developing internal talent and identifying promising staff, rather than looking to recruit externally.
- The underspends in the budget were mainly due to grants not being utilised, and this could be to do with bad planning by teams who received the grants. However, any underspends were not automatically added to the budget for the next financial year – they were put into reserves, and teams had to bid for funding.
- There was no flexibility with business rates as they were set by Central Government. The question for the Council was how to provide support to small businesses. A grant was available from the Government for rate relief and reoccupation relief, however it had not been pledged for the long term.

The Chair thanked Councillor Arthur for attending.



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	<p>Carla Segel introduced the report as set out.</p> <p>The Committee raised a number of comments and issues:</p> <ul style="list-style-type: none"> <li>• It was important that the changes were communicated clearly to residents, particularly vulnerable groups. This should include a very clear statement of what a person is being asked to pay.</li> <li>• Did the cost to the Council of collecting the small amounts of Council Tax outweigh the income gained by the Council?</li> <li>• The debt recovery policy must only use bailiffs as the last port of call, with more of a focus on helping people to manage finances and to ensure that people do not go bankrupt.</li> <li>• The Committee suggested some work should be done on the impact of the CTRS changes on the work load of partners, such as the Citizens Advice Bureau.</li> </ul> <p>Carla Segel and Tracie Evans responded to the Committee:</p> <ul style="list-style-type: none"> <li>• The service was aware of vulnerable groups, and drop-in sessions were available at the customer services centres. FAQs were sent out with each annual statement, and support arrangements were made for those who required them. Recorded information was available on the telephone and also on the internet.</li> <li>• 84% of people were currently paying Council Tax. No work had been carried out as to the impact of this on people who did not pay before.</li> <li>• Residents with mental health issues who qualified as having a disability would be exempt from paying Council Tax, this is dependent on the level and nature of the mental health issue. Those who did not qualify as having a disability, but who were experiencing financial difficulties due to their condition would be looked at on a case by case basis and signposted where necessary e.g. to the money advice service. Noted that mental health was not a protected characteristic.</li> <li>• The 10% reduction would mean a £3.8m shortfall. This could not be subsumed into the budget, for a number of reasons, mainly that the Council needed to save £70m. The figure was also growth dependent, which meant that it could increase each year.</li> <li>• The collection rate was expected to get worse as the welfare reforms begin to take full effect. The new collection rate target would be 75%.</li> </ul> <p>The Chair thanked Carla for attending.</p>
<p><b>OSCO46.</b></p>	<p><b>ORGANISATIONAL TRANSFORMATION PROGRAMMES</b></p> <p>Tracie Evans, Chief Operating Officer, gave an update on the Organisational Transformation Programmes.</p> <p>NOTED:</p> <ul style="list-style-type: none"> <li>• One of the main reasons for delivering savings through transformation</li> </ul>

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	<p>programmes was so that they could be monitored every step of the way, and cost/benefit analysis would be carried.</p> <ul style="list-style-type: none"> <li>• The Council had already made huge cuts – any further cuts would have to be made by using transformation programmes, as the way to now make further cuts would be by changing how services worked rather than cutting parts out of them. The aim was to make savings and improve services at the same time.</li> <li>• There would be nine transformation programmes. Each of these programmes required funding, but this would help to achieve savings.</li> <li>• Embedding cultural changes in the authority would involve training management and staff in new ways of working, and then monitoring this through the appraisal process.</li> <li>• The current transformation programmes would be over three years.</li> </ul> <p>The Chair thanked Tracie for attending.</p>
<p><b>OSCO47.</b></p>	<p><b>AGREEMENT OF OVERVIEW AND SCRUTINY COMMITTEE FORWARD PLAN</b></p> <p>The Chair drew the Committee’s attention to the Overview and Scrutiny Committee’s Forward Plan.</p> <p>He referred to the Council’s debt collection policy and asked whether any project work could be carried out on this. Tracie Evans advised that debt collection currently happened in different areas of the Council – a review of the policy was needed to bring debt collection into one place. The Chair requested further information on the current policy.</p> <p><u>Minimum wage</u></p> <p>A discussion took place on whether there could be any project work carried out with regards to minimum wage. It was noted that the Council could not force businesses to pay the minimum wage, so it may not be a worthwhile project if the recommendations were not deliverable. It was agreed that Melanie Ponomarenko would gather further information on the feasibility of the project.</p> <p><b>RESOLVED to agree the Overview and Scrutiny Forward Plan.</b></p>
<p><b>OSCO48.</b></p>	<p><b>SCRUTINY PANEL MEMBERSHIP UPDATE</b></p> <p>The Committee noted the report.</p> <p><b>RESOLVED to agree the membership changes to the Scrutiny Panels.</b></p>
<p><b>OSCO49.</b></p>	<p><b>AGREEMENT OF SCRUTINY PANEL FORWARD PLANS</b></p> <p><b>RESOLVED to agree the Scrutiny Panel Forward Plans.</b></p>

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<b>OSCO50.</b>	<p><b>AGREEMENT OF SCRUTINY PANEL PROJECTS</b></p> <p>The Scrutiny Panel chairs outlined the projects to be undertaken:</p> <p><u>Children &amp; Young People Scrutiny Panel</u> Transition for young people: The journey for young people from adolescence to adulthood with aim of gaining an understanding of what it is like to be a young person in Haringey at the moment. This project was about to be scoped.</p> <p><u>Environment &amp; Community Safety Scrutiny Panel</u> Violence against women and girls: This project would look at early intervention.</p> <p><u>Housing &amp; Regeneration Scrutiny Panel</u> Delivery of affordable homes: This project would look at affordable and social housing, planning issues that may feed into this, and what other boroughs were doing.</p> <p><u>Adults &amp; Health Scrutiny Panel</u> Child and Adolescent Mental Health Services – transition to adult services: This project would look what happened when young people made the transfer from youth to adult services.</p> <p><b>RESOLVED to agree the Scrutiny Panel Projects.</b></p>
<b>OSCO51.</b>	<p><b>FORWARD PLAN</b></p> <p>NOTED.</p>
<b>OSCO52.</b>	<p><b>FEEDBACK FROM CHAIRS OF AREA COMMITTEES</b></p> <p>None.</p>
<b>OSCO53.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>There was no such business.</p>
<b>OSCO54.</b>	<p><b>MINUTES</b></p> <p>RESOLVED that the minutes of the meeting held on 31 July 2014 be approved as a correct record of the meeting.</p>
<b>OSCO55.</b>	<p><b>FUTURE MEETINGS</b></p> <p>NOTED the dates of future meetings as set out on the agenda.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
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Chair

The meeting ended at

Councillor .....

Chair

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**