

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Tuesday, 8th March, 2016, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Eugene Ayisi, Kirsten Hearn and Adam Jogee**

**Co-optees/ Non Voting Members: Kefale Taye, Chukwuemeka Ekeowa, Yvonne Denny and Luke Collier.**

Quorum: 3

### **1. FILMING AT MEETINGS**

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The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### **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 16 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. MINUTES (PAGES 1 - 8)**

To approve the minutes of the meeting held on 25 January 2016.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 9 - 40)**

To receive and note the minutes of the following Scrutiny Panels and to approve any recommendations contained within:

- i) Housing & Regeneration Scrutiny Panel – 16 November 2015.
- ii) Environment & Community Safety Scrutiny Panel – 18 January 2016.
- iii) Adults & Health Scrutiny Panel – 18 January 2016.
- iv) Adults & Health Scrutiny Panel – 11 February 2016.

#### **8. FINSBURY PARK EVENTS REVIEW UPDATE (PAGES 41 - 56)**

This report provides an update on actions that were agreed by Cabinet on 15 December 2015 in response to implementing the Overview and Scrutiny Committee recommendations.

#### **9. BEDROOM TAX UPDATE - MONITORING OF PREVIOUS SCRUTINY RECOMMENDATIONS (PAGES 57 - 98)**

This report is a further update in relation to the service responses contained in the Cabinet report of the 16 September 2014 (in response to the Overview & Scrutiny Committee report of the 10 April 2014).

**10. CUSTOMER SERVICES TRANSFORMATION PROGRAMME UPDATE (PAGES 99 - 104)**

This report provides an overall summary of the Customer Services Transformation Programme.

**11. TREASURY MANAGEMENT PARTNERSHIP WITH GLA (PAGES 105 - 110)**

This report outlines the proposed treasury management partnership with the Greater London Authority (GLA) that will entail the GLA undertaking day to day investment of Council cash balances and providing advice and implementation of borrowing decisions, together with treasury reporting to Committees.

**12. SCRUTINY PROJECT - COMMUNITY INFRASTRUCTURE LEVY (PAGES 111 - 148)**

To receive the report and approve any recommendations contained therein.

**13. SCRUTINY PROJECT - YOUTH TRANSITION (PAGES 149 - 168)**

To receive the report and approve any recommendations contained therein.

**14. WORK PROGRAMME UPDATE (PAGES 169 - 214)**

To receive and note the work programme update.

**15. NORTH CENTRAL LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE (JHOSC) - AMENDED TERMS OF REFERENCE (PAGES 215 - 220)**

To approve the proposed arrangements, amended terms of reference and procedures for the JHOSC, subject to further review in one years time.

**16. NEW ITEMS OF URGENT BUSINESS**

**17. FUTURE MEETINGS**

To note the provisional dates for the 2016/17 Municipal Year:

19 May 2016  
21 July 2016  
17 October 2016  
30 January 2017  
27 March 2017

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Monday, 29 February 2016

**MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON Monday, 25th January, 2016, Times 19:00-22:30**

**PRESENT:**

**Councillors:** Charles Wright (Chair), Pippa Connor (Vice-Chair), Eugene Ayisi, Kirsten Hearn and Adam Jogee

**Co-optees:** Yvonne Denny

**Also Present:** Councillor Jason Arthur, Councillor Claire Kober, Nick Walkley (Chief Executive), Charlotte Pomery (Assistant Director for Commissioning), Margaret Gallagher (Performance Manager), Sanjay Mackintosh (Head of Strategic Commissioning), Neville Murton (Lead Finance Officer - Deputy CFO), George Bruce (Head of Finance - Pensions & Treasury), Christian Scade (Scrutiny), Martin Bradford (Scrutiny) and Stephen Lawrence-Orumwense (Legal)

**81. FILMING AT MEETINGS**

The Chair welcomed all present to the meeting and referred them to item one of the agenda and the information contained therein.

**82. APOLOGIES FOR ABSENCE**

None.

**83. URGENT BUSINESS**

None.

**84. DECLARATIONS OF INTEREST**

None.

**85. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

The Chair advised that the order of the agenda would be changed to take item 15, Work Programme Update, after item 8, Revised Scrutiny Panel Membership.

**86. MINUTES**

30 November 2015

RESOLVED that the minutes of the meeting held on 30 November 2015 be approved as a correct record, subject to the following amendment:

- Councillor Ibrahim was in attendance, not Councillor Ahmet.

17 December 2015

RESOLVED that the minutes of the meeting held on 17 December 2015 be approved as a correct record.

**87. MINUTES OF SCRUTINY PANEL MEETINGS**

Children & Young People Scrutiny Panel – 16 November 2015

RESOLVED that the minutes of the Children & Young People Scrutiny Panel held on 16 November 2015 be noted.

**88. REVISED SCRUTINY PANEL MEMBERSHIP**

RESOLVED to approve the revised membership of the Adults and Health Scrutiny Panel as outlined in section 6.3 of the report.

**89. WORK PROGRAMME UPDATE**

Christian Scade, Scrutiny Officer, introduced the report which outlined the work programmes for remainder of the Municipal Year. He referred the Committee to paragraph 3.1 (ii), which requested that the Committee approve the Social Inclusion scoping document.

RESOLVED to:

- Note the future work programme for the Overview and Scrutiny Committee and its panels as at Appendix 1 of the report; and
- Approve the draft scoping document for the Social Inclusion Review as at Appendix 2 of the report.

**90. CABINET MEMBER QUESTIONS - LEADER OF THE COUNCIL**

The chair welcomed the Leader of Council, Councillor Kober, and the Chief Executive, Nick Walkley, to the meeting.

Councillor Kober provided a brief outline of her portfolio, and responded to questions from the Committee. NOTED:

- Growth / inward investment – The Autumn Statement had made clear fundamental changes to Council finance coming down the line. From 2020 funding through grants would be abolished and Councils would retain 100% of Business Rates, and therefore the need to grow the Business Rate base is fundamental. The Corporate Plan commits to deliver £1billion of investment to the Borough, with targets to secure £424m of infrastructure funding by 2018, and increase the number of businesses to 12,040 by 2017.

- Crossrail 2 – Haringey would be the biggest beneficiary, with 4 or 5 stations (depending on which option was selected). It was important to recognise that this was a scheme that would benefit the whole of the South East, not just London. The Council had looked in detail at the merits of an Alexandra Palace – Turnpike Lane configuration against a single Wood Green station, and had opted for Wood Green as a preference. This would have the most catalytic impact on growth, although the regeneration programme was not contingent on this option being selected.  
TfL had stated in the consultation material that a ventilation shaft would likely be placed in Downhills Park – the Council had made it clear that this was not a preferred option, and TfL have since assured the Council that they would work in consultation with the Council and the local community to find a suitable alternative location.
- ADA National College for Digital Skills – this was due to open in Tottenham in 2016, and was one of seven new National Colleges. The college would have a significant place making role in terms of Tottenham Hale.
- STEM – the commission launched in 2015 and was tasked at looking at how Haringey could position itself at the forefront of STEM education and ensure that young people had a grounding in STEM skills. The call for evidence had been launched, and the commission would be talking to schools and colleges to see what was currently on offer and what was required. The final product would be a series of recommendations and proposals for the Council.
- London Health Devolution – there were two pilots that Haringey were involved in – North Central London pilot to look at how control could be gained over NHS estates and how the proceeds of sales were used; and a prevention pilot which looked at how planning and licensing powers could be used to improve the health of the community.
- Electric bikes – TfL were leading the procurement for 200 bikes, and conversations were taking place with Islington to install docking stations.
- Equality and diversity in regeneration – the only way to tackle is to ensure that equality and diversity was a key component in regeneration and growth plans – in order to do this would require a full understanding of what was happening in the area and community at the outset.

The Chair thanked the Leader and the Chief Executive for attending.

## 91. PRIORITY PERFORMANCE UPDATE

The Chair welcomed Charlotte Pomery, Margaret Gallagher and Sanjay Mackintosh to the meeting.

Charlotte Pomery outlined the report and responded to questions from the Committee.  
NOTED:

- There had been discussions with regards to using the priority dashboard to structure the OSC and Scrutiny Panel work programmes.
- Each priority outcome had a set of trajectories which showed how performance was measuring; this made it immediately clear whether a priority was on or off target, and the reasons for this.

- The priorities were tied to a three year approach in line with the Corporate Plan, and these particular priorities selected to demonstrate the best fit with the priorities.

The Chair stated that following the earlier training session held with each of the Panel Chairs, it was felt that the information provided in this report could help to ensure that OSC and Panels are outcome focused, and add value to the work being undertaken by Priority Boards. OSC could use the information to determine the focus of current work programme items, shape future work programmes (both on an annual and on-going basis), and inform lines of enquiry for Cabinet Member Q&A.

The Chair also added that the training sessions had been helpful in developing a deeper understanding of the key performance indicators that the Council was working towards to deliver the Corporate Plan. He requested that officers develop a process for briefing OSC members regularly throughout the year on the latest performance position, starting in April 2016.

**ACTION: Charlotte Pomery**

The Chair thanked all for attending the meeting.

## **92. TREASURY MANAGEMENT STRATEGY STATEMENT**

The Chair welcomed George Bruce to the meeting.

George Bruce outlined the report as set out and responded to questions from the Committee. NOTED:

- The Treasury Management Strategy Statement was formulated by the Corporate Committee, and then has to be reviewed by OSC and formally approved by Full Council.
- The purpose of the strategy is to demonstrate that the capital expenditure and borrowing plans are affordable, prudent, sustainable and value for money; and that investments are secure, liquid and generate a reasonable return. The strategy would provide the process of how a Council reached decisions with regard to borrowing funds, and managing risks.
- Based on the current Capital Plan there was a need to borrow over the next three years an additional £123m, of which £60m would be in 2016-17. However, these figures were estimates and due to slippages in the Capital Programme and the use of cash balances, this additional borrowing may be reduced.
- The borrowing strategy was included in the report and focuses on the affordability and structure of debt. Last years borrowing plans were to use day to day borrowing to cover any shortfalls and this was likely to continue. However, if the amount borrowed was significant then long term borrowing would be an option.
- The main focus in recent years was to keep the cost of borrowing down. Borrowing short term meant lower interest rates for the Council, but there was a risk if a project required long term funding, as the interest rates were then higher. The Council worked closely with Arlingclose to monitor borrowing rates, and decide when it was best to use long term borrowing, but it was better to use short term borrowing where possible.

- Ethical investments tended to be more of an issue in terms of the pension fund as opposed to Treasury Management. The main priority for investments was to prevent losses, and therefore only the highest rated financial institutions were used.
- The TMSS was monitored quarterly by the Corporate Committee.

RESOLVED to note the report.

The Chair thanked George Bruce for attending.

### 93. BUDGET MONITORING

*Clerk's note – there was a short adjournment from 8.35-8.42pm.*

The Chair welcomed Neville Murton to the meeting. Neville Murton introduced the report as set out, and responded to questions from the Committee.

#### NOTED:

- This report showed the financial position at Quarter 3, to November 2015.
- There were overspends in Childrens, Adults and Temporary Accommodation. Cabinet had reviewed these positions and took the decision to use reserves to mitigate pressures.
- Cabinet had agreed that a provisional outturn report would be considered at the March Cabinet meeting, and this would provide an early indication of the likely outturn for the next financial year, and whether any early mitigation was required.
- The revenue received from Business Rates collections was forecasted at £58m - £6m less than indicated at the start of the year, and this served to highlight the risk associated with the devolution to Councils.
- *Care package overspend (Adults)* – this was a challenging year for Adults and there had been a delay in moving to new model in social care due to the need to consult with residents about it. This had therefore lead to the increased pressure on making savings. The 2016/17 financial year would see concrete outcomes of the savings proposals – some places would close, i.e. some day centres – and new partnership working would start to kick in and have an impact on budget and reduce cost pressures. There was a huge amount of risk involved, and this would be closely monitored.
- *Closure of day care centres* – The MTFs agreed in February 2015 had highlighted £12m of risky savings across the budget. These areas had been identified by a mixture of officer assessments and conversations with councillors / labour group.
- *Looked After Children* - Compared to Adults, the picture was more positive as trajectory was in the right direction. However, although the number of LAC had reduced, to get down to target may be too difficult with the resources available to the service.

Cllr Connor asked the committee to note a number of suggestions that the Adult & Health Scrutiny Panel would be taking forward as part of their future work programme.

The Chair spoke about the importance of transparency and the availability of information with regards to budget decisions and performance in order for the Panels and the Committee to carry out the budget monitoring process fully, and with all of the information available.

RESOLVED to note the report.

#### 94. BUDGET PROPOSALS - BUDGET SCRUTINY

In accordance with Overview and Scrutiny Procedure Rules, Councillor Connor took the chair for this item.

##### Councillor Connor in the Chair

Councillor Arthur introduced the report as set out and responded to questions from the Committee. NOTED:

- The Government had chosen a 4 year settlement which would help with more strategic approach. After analysis, many of the assumptions and forecasts that had been made by the Council have largely been correct.
- The Government has changed the way of assessing how councils are able to fund themselves – now called ‘core spending power’. On face value, the core spending power of the Council will increase by 1.6%, but when inflation is taken into account there will actually be a reduction of about 5.7%.
- *Budget challenges* – the recommendation was that the Council stick to the plan outlined last year. A key change will be around the social care precept and the proposal was that Council take on the social care precept (around £1.7m).
- *Contract management* – the Council was looking to implement a completely new model on how contracts are commissioned, how outcomes are monitored and to provide greater visibility to the public with regard to outcomes.
- *Business rates* – the MTFs assumes that growth has to be the key driver of financial sustainability of the council. Consultation was currently being carried out with businesses and voluntary sector with regards to the Business Rates policy (which had not been renewed since 1990).
- *Council tax precept* – the rationale behind not increasing the Council Tax by a further 1.99% to raise additional revenue was due to many reasons including that Labour Councillors had an obligation to meet manifesto commitments to not raise Council Tax, and the impact on residents, particularly those who were under increased pressure due to the abolishment of council Tax Benefit.
- *Dementia day care centres* – although these centres were used by some people, they are unsustainable, and therefore it was thought that the £1.7m earned from the precept would be put to better use by supporting a wider range of users via care packages. The Council recognised that people valued these centres, but at a time of increased financial pressures it was important that to deliver the best value for the widest pool of residents. There was a £500k savings proposal attached to care packages in 2016/17, so if the social care precept income could be used to improve these packages then it would be the right decision.

Following further discussion with regards to day care centres, the Chair suggested two recommendations to the Committee:

Recommendation 1 – “To use the £1.7m Council Tax precept in light of the co-design outcomes in particular in relation to dementia and learning disability day care support”

Recommendation 2 – “That Cabinet should ensure sufficient flexibility in adult care budgets to support where possible the outcomes of co-production exercises”.

The Committee voted in favour of recommendation 2.

RESOLVED that Overview and Scrutiny Committee recommend to Cabinet:

1. That Cabinet should ensure sufficient flexibility in adult care budgets to support where possible the outcomes of co-production exercises.
2. That Cabinet should ensure a comprehensive financial risk register is maintained and updated, and considered at Cabinet on a quarterly basis.
3. That as part of financial risk management, Cabinet should consider and confirm a strategy to ensure adequate levels of reserves across the MTFS period.
4. That Cabinet should confirm arrangements for reviews of savings plans in 2016/17 (para 5.1.i) and ensure that OSC is consulted on the outcome of those reviews and any proposals made.
5. That Cabinet should consider further sources of income for the Council, and opportunities to maximise income from all sources, report and update OSC and Scrutiny Panels on income maximisation as appropriate.
6. That individual Scrutiny Panels should monitor budgets in the priority areas they oversee through 2016/17, and report formally to OSC after Q2; and that OSC should formally consider overall budget performance after Q2 and make recommendations as appropriate.

**95. NEW ITEMS OF URGENT BUSINESS**

None.

**96. FUTURE MEETINGS**

8 March 2016

CHAIR: Councillor Charles Wright

Signed by Chair .....

Date .....

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**HRSP Minutes of the Meeting held on 16<sup>th</sup> November 2015**

**Attendees:** Cllr Akwasi- Ayisi, Cllr Engert, Cllr Gallagher, Cllr Gunes, Cllr Griffiths, Cllr Ibrahim and Cllr Newton.

**In attendance:** Cllr Strickland

**Council Officers:** Andrew Billany, Helen Fisher, Molly Gavriel, Dan Hawthorn, Mustafa Ibrahim and Liz Poole.

**1. Filming at meetings**

1.1 This was noted by the panel.

**2. Apologies**

2.1 Apologies for lateness were received from Cllr Ibrahim.

**3. Urgent Business**

3.1 No items were received.

**4. Declarations of interest**

4.1 None received.

**5. Deputations**

5.1 None received.

**6. Minutes of the last meeting**

6.1 The panel noted that the Chair had written to Cllr Sahota and had arranged to meet in December to discuss his work with local high streets and if there were any ways in which scrutiny could assist. It was noted that there were significant changes happening in respect of the localisation of the business rates, though any work on this would fall within the realms of the main Overview & Scrutiny Committee.

6.2 The tenancy strategy is due to be updated in 2016, and the panel noted that this had been added to the work programme and would be scheduled in before final agreement.

6.3 Subject to a small number of minor typographical corrections (spelling of Lynton Road), the minutes of the 13<sup>th</sup> October were agreed by the panel.

**7. Cabinet Q & A**

7.1 The Cabinet member for Housing and Regeneration attended to respond to questions within this portfolio. Prior to this, the Cabinet member

highlighted a number national developments which would have a significant impact on local housing and regeneration policies and the way the Council is able to support those in housing need. Highlights of the panel's discussion with the cabinet member of these issues are presented below.

7.2 The panel noted that there were a number of provisions within the Housing & Planning Bill which, if implemented, would have a detrimental impact on the supply of affordable housing. The continuation of the Right to Buy discount would see a further reduction in the Council housing stock and the extension of Right to Buy to tenants of housing associations would further reduce the totality of affordable homes available in the borough.

7.3 The forced sale of high value council properties would result in a loss of housing stock, particularly in the west of the borough where property values were higher. It was suggested that this would inhibit the council's ability to provide affordable housing in such areas and curtail the ability of the Council to deliver mixed housing communities. Discussion noted that of the 560 properties that became vacant each last year about 30 could be liable for forced sale.

7.4 The introduction of Pay to Stay, where social tenants on an income of over £40k would be required to pay the market rental value of the property, would be difficult to administer and possibly incentivise Right to Buy. In addition, it was also noted that any surplus rent accrued through this process would be payable to central government and not retained by the Council.

7.5 Acute demand within the housing sector together with changes to Housing Benefit rules has made it difficult for the council to agree and retain contracts with private landlords in the provision of affordable housing with the private rented sector. This was having an impact on the cost of supporting homeless people through temporary accommodation.

7.6 Provisions with the Housing and Planning Bill require developers to provide Starter Homes, private unit sales at 20% discount. This requirement will inevitably reduce the amount of money available to provide affordable homes for rent which comes from the same source. It was also questionable how affordable homes for sale at a 20% discount would be to local residents, considering that average house prices (£450-500K) and wages (£26k) were for the borough.

7.7 In addition to provisions in the Housing & Planning Bill, the panel noted that there would be significant changes to welfare support in this parliament that could exacerbate the impact of limited affordable housing. It was noted that over £12billion of savings needed to be found from the welfare budget over the next five years.

7.8 The panel noted that an engagement exercise was being undertaken with local Registered Housing Providers to ascertain how they planned to respond to provisions within the Housing & Planning Bill, in particular the Right to Buy proposals. It was noted that the council would continue to seek to work in partnership with those organisations that prioritise affordable housing and work with the council to extend such provision.

7.9 The panel discussed the use of 'modern construction' methods in the delivery of local affordable housing (modular build). There were concerns around the quality of such construction and the need to avoid recreating housing and other related social problems. The panel were reassured that 'estates' of modern construction units would not be created (e.g. not have 100's on the same site) and thus avoid any perpetuation of spatial deprivation. The panel were also reassured that considerable effort was being taken to ensure high design quality was being used so that such units would exceed the current temporary accommodation offer.

7.10 Further discussions noted that modern construction units would be of high quality and that a mortgage would be able to be obtained upon them. Although provision would not be widespread, the use of modern construction methods could help to improve the speed at which affordable homes are provided within the borough.

**Agreed:** Further details of prospective modular build units to be circulated to the panel.

7.11 The panel also raised the issue of the decanting of tenants from regeneration estates. It was noted that those tenants vacating estates earmarked for regeneration would be placed in the top priority group of the housing register to facilitate decanting processes. It was noted that many of those residents which had been decanted from the Love Lane Estate were very happy with the new accommodation (part of the High Road West regeneration scheme).

7.12 The panel noted that decanting of estate residents risked a loss of community cohesion as due to the open bidding process, neighbouring tenants may not always be relocated to the same site. It was noted that tenants decanted from existing estates are always presented with the option of returning though it was acknowledged that this could be some years later.

7.13 As the regeneration projects matured, the volume of new housing development available would increase, providing greater opportunity for communities to move collectively together. It was however reported that as many as 1/3 of existing tenants do not want to return to the area from which they have been decanted.

7.14 The requirement to reduce rents on the councils housing stock by 1% each year to 2020 was discussed by the panel. It was noted that this requirement would limit the council's ambitions to build new homes and its ability to meet Decent Homes standards of its housing stock as this would reduce income available for such capital investments. It was noted that limited capital spending had also reduced the council's ability to use Right to Buy receipts which required an element of local matched funding.

7.15 The panel also discussed the possible ending of life tenancies and how these would be replaced by 5 year short hold tenancies. Although this was only under discussion at the national level, it was noted that this could be inserted as an amendment within the Housing and Planning Bill. Such a move if approved would substantially alter the nature of the allocation of affordable housing. The panel noted that the new tenancy strategy is due to be considered by cabinet in 2016 and is earmarked to come to scrutiny.

7.16 The Chair thanked the Cabinet member for attending and responding to questions from panel members.

## **8. Haringey Housing Strategy**

8.1 A presentation was provided on the Haringey Housing Strategy. A consultation on this strategy was conducted over two stages: stage 1 which consulted upon the vision and principles for the strategy (end December 2014); stage 2 which consulted upon the actual draft of the Haringey Housing Strategy (end October 2015).

8.2 The presentation focused on the analysis of the second stage of this consultation of which there were 82 on-line responses and 15 more detailed written responses. The on-line survey indicated that:

- There was strong support for the strategy to focus on those in housing crisis;
- There was strong support that the strategy delivers a social dividend;
- The 3 top priorities for improving the quality of homes and neighbourhoods were:
  - Tackling ASB;
  - Promote longer tenancies in the private rented sector;
  - Assess other ways to build affordable homes (e.g. co-ops).

8.3 The panel discussed the social dividend to development where it was expected that there would be a wider benefit beyond housing provision (e.g. job opportunities, new community facilities and other regeneration goals). It was accepted that the council needs to do more to define this and how it intends to achieve such objectives.

8.4 It was noted that there were 4 main themes emerging from the second consultation, these being:

- *Affordability* – that the current definition (defined as 45% of median income) would exclude lowest income households, that young people and those reliant on state benefits would continue to find housing unaffordable;
- *Vulnerability and social exclusion* – what more can the strategy do to assist those in greatest housing need?;
- *Supply, innovation and quality* – in particular, the quality of housing in the private rented sector and what actions the council can take to improve provision;
- *Council housing* – a strong commitment for ongoing provision targeted at those most in need.

8.5 The panel noted that tenant consultation was the key to estate regeneration and site development and should be an ongoing process within regeneration plans. It was noted that the Council had continued to learn from regeneration projects and applied this as new regeneration plans came on stream. The importance of tenant engagement was noted to have been critical to successful progress in the regeneration of Love Lane Estate in Tottenham. In addition, it was hoped to encourage Love Lane residents to share their learning and experiences with other residents from other estates earmarked for regeneration.

8.6 It was noted that the Haringey Housing Strategy may need some further update and revision ahead of final Cabinet approval (March 2016) to reflect any additional changes that emerge from the Housing and Planning Bill as it progresses through parliament. Given the ambitions of the strategy, the panel noted that there would be significant challenges around the deliverability of ambitions within the strategy, and in particular the need to develop partnerships to help achieve these ambitions.

## **9. Empty Homes**

9.1 The managing Director of Homes for Haringey attended to provide a briefing on empty homes and how they are brought back in to use in both the social rented sector (Council) and private owned sector.

9.2 Where privately owned properties are neglected and fall into disrepair this can become a problem for the local area (eyesore, ASB etc). In such cases, if the owner cannot be persuaded to improve the dwelling, the last line of intervention is the compulsory purchase order (CPO), a forced sale notice for the property. Once issued, the Council can then sell the property, recoup an outstanding debts (e.g. Council Tax) and bring the home back in to use.

9.3 CPO's are a last resort and usually the threat of such action is enough to spur owners into action. The panel noted however that there were 28 compulsory purchase orders issued in the borough over the past few years, though much fewer had actually progressed through to actual forced sale.

The current state of the housing market which has seen a substantial increase in property values has also meant that it is increasingly rare for people to leave properties vacant and neglected.

9.4 The panel enquired whether there were any penalties that the council could apply to those homes that were left vacant and untended. It was noted that since 2013 the Government has provided local councils with a discretionary power to charge a premium on properties which have been empty and unfurnished for two years or more. Haringey have set a premium of 50% which means properties that have been empty (unoccupied and unfurnished) for more than 2 years will be subject to a 150% council tax charge. There are a number of exemptions to this.

9.5 Panel members also enquired through what route they should notify the Council of empty properties in their ward. It was suggested that members could notify the Managing Director or through the appropriate page on the website (Empty Homes).

9.6 In respect of the Councils own housing stock it was noted that 567 properties became vacant last year, most of which are brought back into use within 21-23 days of tenant vacating the property. There were however approximately 30 dwellings per quarter which take substantially longer to bring back in to use and these become known as voids.

9.7 The panel understood that there could be a multitude of reasons which contribute to the void status of a dwelling these include:

- Problem with pest control;
- Dwelling left in very poor condition by previous tenants;
- Structural problems;
- Repairs in excess of £40k;
- Requirement for adaptations (e.g. for a disabled tenant);
- Legal action or processes involving the tenant.

9.8 The Chair thanked officers for attending to discuss this item.

## **10. Tottenham Regeneration**

10.1 The panel, accompanied by other local councillors, undertook a visit to Tottenham on the 12<sup>th</sup> November 2015 to visit the main regeneration sites in the area which included:

- High Road West Regeneration;
- Tottenham Hotspur FC redevelopment;
- Northumberland Park.

10.2 The panel found the visit very informative as it helped members to understand the scale of proposed regeneration plans and the challenges and opportunities that each individual site presents. Members expressed their

thanks to the Tottenham Programme Director and the Area Regeneration Manager who accompanied them on the visit. Panel members discussed a number of issues arising from the visit and which are summarised below.

10.3 Firstly, members were keen to understand how regeneration plans intended to balance local needs for housing with local employment opportunities, particularly as the parts of the areas earmarked for development may result in the loss of some sites which were currently used for light industrial purposes (e.g. Peacock Industrial Estate).

10.4 It was noted that consultation with the Tottenham Traders Association would be ongoing throughout the regeneration process to ensure that the views of local businesses were incorporated in to such development plans. Whilst the Area Action Plan sets out those areas identified for change, the council clearly wants to retain business sites in the area to ensure that the area continues to provide employment opportunities in addition to new homes.

10.5 The panel discussed how best the Council can continue to meaningful engage and involve local people in regeneration plans, particularly when the area plan may span the next 10-20 years and it would be at least 3-4 years before any ground is broken on development sites. The panel noted that a difficult balance needed to be struck in getting the level of consultation right and whilst the community needed to feel involved and part of regeneration projects there was a danger of consultation fatigue.

10.6 The panel heard that the housing market continues to be very challenging, particularly in relation to those factors that contribute to viability of regeneration schemes, and which would ultimately affect the delivery of new affordable homes. Costs continued to rise within the sector which would impact on deliverability of affordable homes and other regeneration ambitions.

10.7 The development of Tottenham High Road was discussed by the panel, particularly in relation to the commercial offer. It was noted from panel discussions that:

- Consultations had shown that people wanted more skilled jobs and more developed access to local training opportunities;
- Local people wanted to spend in Tottenham High Road, but needed a different mix of commercial premises and retail outlets to encourage and support this;
- The size of current retail units should be more varied to encourage different business opportunities (current makeup is too restrictive);
- The diversity of local retail opportunities would be critical to help develop the identity of the area.

10.8 The panel noted that there had been some areas of considerable investment which would contribute to the improvement in this Tottenham High Road area, which included:

- Investment in shop frontage;
- Support provided to Holcombe Road Market;
- Transport for London public realm improvements;
- A new frontage with additional retail space to be provided at Bruce Grove Station.

10.9 The panel noted that the A10, which runs the length of Tottenham High Road, generated significant traffic levels which were a barrier to this area being seen as a commercial destination. High volumes of traffic and associated road safety issues will need to be recognised and addressed to support the commercial and retail ambitions for this area.

10.10 The panel discussed the different mediums through which local residents and other stakeholders were engaged and involved in regeneration plans. It was noted that within feedback from local residents, the '*Tottenham News*' a newsletter sent to all residents from the regeneration team, had a wide readership and had high levels of acceptability within the community. The regeneration team noted that this medium would be continued to be used to help communicate and engage with local residents.

10.11 The Chair thanked officers for attending the meeting and for supporting the visit to the regeneration sites in Tottenham.

## **11. Community Infrastructure Levy**

11.1 The panel were updated on plans for the scrutiny in a day event being planned for the 3<sup>rd</sup> December 2015. It was noted that an external expert from the Planning Officers Society would attend to give evidence, as would representatives from local developers and Neighbourhood Forums.

11.2 Evidence gathering was expected to be completed on the day with any additional evidence gathered through a 'mopping up' meeting. It was hoped that a draft of the report with the panel's recommendations will be brought to the next meeting of the panel for approval.

## **12. Work Programme Update**

12.1 An update of the work programme was noted by the panel. The next scrutiny in a day exercise would consider 'Housing Viability' and would be planned for February 2016.

## **13. New items**

13.1 None.

**14. Dates of future meetings**

14.1 These were noted by the panel.

**The meeting closed at 9.10pm**

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**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 18 JANUARY 2016**

Councillors Adam Jogee (Chair), Patrick Berryman, John Bevan and  
Barbara Blake

Co-Optees Mr I. Sygrave (Haringey Association of Neighbourhood Watches)

**CSP49. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Elliott, Hare and Peacock.

**CSP50. ITEMS OF URGENT BUSINESS**

None.

**CSP51. DECLARATIONS OF INTEREST**

None.

**CSP52. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

**CSP53. MINUTES**

In respect of item 31 – Licensees – it was noted that Councillor Barbara Blake was still awaiting further information regarding Wood Green Pubwatch. It was agreed that an update on the issue would be requested for the next Panel meeting and that the issue of the late night levy would be added to the work plan. It was also agreed that further information on progress would be sought in respect of item 35 – Community Engagement and Confidence.

**AGREED:**

1. That an update on the progress of joint action by the Council and the Police to improve engagement with licensees be requested for the next Panel meeting on 1 March;
2. That the issue of the late night levy be added to the Panel's work plan;
3. That a briefing note for Panel Members be requested on progress with work being undertaken to improve community engagement and confidence;
4. That the minutes of the meeting of 12 November be approved.

**CSP54. APPOINTMENT OF NON VOTING CO-OPTED MEMBER**

**AGREED:**

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 18 JANUARY 2016**

1. That a representative from Haringey Association of Neighbourhood Watches be appointed as a non voting co-opted Member of the Panel for the remainder of the 2015/16 Municipal Year; and
2. That the appointment of non voting co-opted Members to the Panel be reviewed on an annual basis at the first meeting of the Municipal Year.

**CSP55. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR ENVIRONMENT**

The Chair reported that Councillor Stuart McNamara, the Cabinet Member for Environment, was unable to attend the meeting and had sent his apologies. He had stated that he was happy to answer any question that might arise regarding his portfolio.

The Panel raised the following issues:

- It was felt that there was no longer a need for the loading bay located outside the former Swan public house on Philip Lane in Tottenham. It was felt to be slowing traffic flow in the area. Ann Cunningham, Head of Traffic Management, reported that this had already been raised with Transport for London (TfL) but they were reluctant to remove it. Council officers were nevertheless supportive of its removal and agreed to raise the issue again with TfL and to take it up at a higher level, if necessary.
- In respect of the Council car park in Bury Road, Wood Green, Ms Cunningham reported that a capital bid had been by made to fund works there but they were yet to receive the result of this. The service yard at the car park had been the major issue. Vincent Valerio, the Parking Schemes Manager, reported that income from the car park had increased by 10% in the past year. This was thought to be due to improved signage and an increase in tariff. The bid had been for work to close off the whole of the service yard. The work to develop the bid had been challenging due to the number of sub tenants but they were now all agreeable to the plans. A careful approach was nevertheless necessary in respect of the development of the car park as the Council did not wish to over encourage people to drive to the shopping centre.
- There was currently no Council policy in respect of how long memorials in parks to people who had died were kept in place. Their removal was a sensitive issue but it was not desirable to have memorials in place permanently and there needed to be clarity on how long they should remain in place.
- Park staff and annualised hours; The Panel felt that it was desirable for parks staff to work annualised hours as this would enable them to work longer hours during the summer when work demands were higher and shorter hours in winter, when there was less to do. An update on plans to develop this was requested.

**AGREED:**

That the above mentioned issues be referred to the Cabinet Member for Environment for response.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 18 JANUARY 2016**

**CSP56. UPDATE ON PROGRESS: INTERIM SCRUTINY REPORT ON STRATEGIC PARKING  
ISSUES AHEAD OF THE TOTTENHAM HOTSPUR REDEVELOPMENT**

Vincent Valerio, Parking Schemes Manager, reported on progress with the implementation of recommendations arising from the interim scrutiny report of strategic parking issues ahead of the Tottenham Hotspur redevelopment as follows:

*Recommendation 1:* The Special Event Day (SED) scheme involved a charge of £10 per event day and had so far raised circa £25,000. This was below the anticipated amount but the number of bays were due to be increased as part of phase 2 of the scheme.

*Recommendation 2:* The service would ensure that SED parking was not introduced in residential streets.

*Recommendation 3:* Car parks in Tottenham had recently been re-awarded “Park Mark” status, which meant that they had met minimum standards in terms of maintenance and safety. Work had been undertaken with officers in Regeneration to utilise the Westerfield Road car park as a pop up box park. It was noted that this would not entail any loss of income.

*Recommendation 4:* It was noted that this had been financed through the Mayor’s regeneration fund.

*Recommendation 5:* The only local authority that regulated “pop up” parking was Trafford. This was a voluntary scheme that promoted desirable criteria, such as car parks being manned and lit. The service was liaising with the Legal Service on the feasibility of regulation but a decision needed to be made on whether a licensing scheme was wanted. This was not something that any London boroughs with similar issues had been able to introduce so far. It was nevertheless worth exploring further. One option would be to publicise approved areas but the Council was also trying to discourage people travelling to matches by car. Panel Members stated that schools and community organisations had benefitted from pop up parking. They were of the view that regulating pop up parking, although an issue, should not be a major priority for the Council at the moment.

Panel Members raised the issue of fleets of business vehicles being parked on non controlled residential streets and whether there was anything that could be done to regulate this. Officers agreed to report back on this issue in due course.

In answer to a question, Ms Cunningham reported that the Council was not required to remove abandoned vehicles from private land. It could nevertheless be done but a charge would be made for it.

*Recommendation 6:* The works on Philip Lane had been undertaken successfully.

**AGREED:**

1. That, in view of the labour intensive nature of work to investigate the feasibility of regulating “pop up” parking and the low level of complaints on match days regarding it, such work be given a low priority; and

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 18 JANUARY 2016**

2. That the Head of Traffic Management be requested to investigate the issue of whether it is possible for action to be taken to address the issue of the parking of fleets of business vehicles on non controlled residential streets and report back progress to the Panel in due course.

**CSP57. WASTE STREET, CLEANSING AND RECYCLING: CURRENT PERFORMANCE**

Graham Jones, Interim Neighbourhood Action Team Manager, reported on current performance in respect of street cleansing. In answer to a question, he stated that the term “detritus” referred to material that accumulated in gaps in the pavement. Performance for litter, detritus and removal of graffiti had been meeting targets consistently since 2014, with targets missed only very occasionally.

In response to a question, he stated that graffiti on private land was theoretically not the Council’s responsibility to remove. However, it was something that could be done, especially if it was offensive or racist. It was not something that happened very often though.

Performance in respect of fly posting was not as good as in other areas of street cleansing. The figures included small business-card size emergency window replacement stickers, which appeared on the window frames of many shops. Dealing with these had proven difficult. Shop keepers were asked to remove the stickers. Although it was not a major issue, it nevertheless showed in the figures. It was noted that performance statistics were not consistent in the way that they were produced across all local authorities. Haringey had set low thresholds and this was reflected in its figures.

In respect of fly posting, Panel Members did not feel that shop fronts should be included in the figures as it was be the responsibility of shop keepers to remove stickers. If shop keepers failed to remove stickers, a penalty notice could be served on them. They felt that relevant traders associations should be contacted and the issue raised with them.

Panel Members reported that fly tipping was the source of a lot of complaints from residents and there was frustration that the Council seemed powerless to deal with it. It was felt that much of this was caused by irresponsible landlords and that offenders should be prosecuted. Mr Jones reported that every effort was made to take people to court but it was necessary to prove who was the cause of the fly tipping and this could be difficult as a high level of evidence was required.

It was noted that performance on fly tipping continued to be an issue and current figures showed levels far above target levels. The introduction of the Council app had seen an improvement in levels of reporting. A fly tipping strategy was being developed with partners to address the issue.

Tom Hemming, Waste Strategy Manager, reported on performance in respect of waste and recycling. The figures for recycling were short of current target levels although performance had improved year-on-year. There was currently less demand for recycled metal and the recycling industry was now more selective in what they would accept.

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MONDAY, 18 JANUARY 2016**

Panel Members raised the issue of stickers placed on bins to show what they were intended to be used for. These could fade and needed to be re-issued from time-to-time. Mr Jones reported that it was intended to do this and that the stickers would be pictorial to ensure clarity. The stickers would be put on by Veolia rather than residents.

**AGREED:**

1. That the Panel be provided with an update on statistics for the number of prosecutions against people for fly tipping;
2. That it be recommended that, if possible, figures for window replacement stickers on shop fronts be no longer included in fly posting performance data as their removal is not the direct responsibility of the Council;
3. That traders associations be contacted regarding the removal of window replacement stickers on shop fronts and, in particular, the responsibility of shop keepers to remove them;
4. That the Panel be provided with respective figures for the total amount of funding for street cleansing and the cost of addressing fly tipping; and
5. That an update be provided to the next meeting of the Panel on progress with the Team Noel Park pilot.

**CSP58. WORK PROGRAMME UPDATE**

**AGREED:**

1. That the future work programme be noted; and
2. That the draft scope and terms of reference for the Panel's review on community safety in parks be approved.

**Clr Adam Jogee  
Chair**

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## **MINUTES OF THE MEETING OF THE ADULTS AND HEALTH SCRUTINY PANEL HELD ON MONDAY 18 JANUARY 2016, 6.30 - 9.59 pm**

### **PRESENT:**

**Councillors:** Pippa Connor (Chair), David Beacham, Stephen Mann, Peter Mitchell, Felicia Opoku and Kania

**Co-opted Member:** Helena Kania (Non Voting Co-optee)

### **ALSO PRESENT:**

**Councillors:** Peter Morton, Cabinet Member for Health and Wellbeing, Gideon Bull (6.45pm – 9.35pm) and Adam Jogee (8.15pm – 9.00pm)

### **72. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

### **73. APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Cllr Gina Adamou and Cllr Clare Bull.

### **74. ITEMS OF URGENT BUSINESS**

There was no urgent business to discuss.

### **75. DECLARATIONS OF INTEREST**

Cllr Pippa Connor declared a personal interest in relation to agenda items 8, 9, 10, 11, 12 and 13 by virtue of her sister working as a GP in Tottenham.

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

None

### **77. MINUTES**

**AGREED:** That the minutes of the meeting held on 5 November 2015 be approved as a correct record.

*(Clerk's note: It was noted that Helena Kania, although not a formal member of the Panel on the 5 November 2015, had attended and contributed to the meeting.)*

**78. APPOINTMENT OF NON VOTING CO-OPTED MEMBER**

The Chair informed the panel that the Local Government Act 2000 made provision for the co-option of non-elected members to Overview and Scrutiny in order to bring additional expertise/skills to scrutiny work and to increase public engagement with scrutiny.

**AGREED:**

- (a) That Helena Kania be appointed as a non voting co-opted Member of the Adults and Health Scrutiny Panel for the remainder of the 2015/16 Municipal Year.
- (b) That the appointment of non voting co-opted Members to the Panel be reviewed on an annual basis, at the first meeting of the Municipal Year.

**79. HARINGEY FOOT CARE SERVICES**

Marco Inzani, Commissioning Lead: Better Care Fund (BCF), updated the Panel on local foot care services and the communications channels that were used to notify residents about services across the borough.

The Chair advised, that in preparing for this item, members of the Panel had received feedback from users of the Bridge Renewal Trust's Foot Care Plus service (clinic and outreach) and had met representatives from the Hornsey Pensioners Action Group.

Mr Inzani commenced his presentation by providing a summary of the foot care services available to Haringey residents. Information was provided on:

- Haringey Locality Teams
- Whittington Health Podiatry and Foot Health Services
- The Haringey Adult Foot Care Service
- The Bridge Renewal Trust who provided affordable Foot Care+ services for older people (aged over 50 years old)

During the discussion a number of issues were considered, including:

- The importance of using various communication channels to ensure clear sign posting and information in relation to foot care. It was noted the Council had commissioned Information Advice and Guidance services from Citizens Advice Bureaux, Age UK and the Law Centre. It was explained that these services could be accessed in the community both face-to-face or via the telephone and that moving forward it would be possible to identify how many people had accessed foot care services in Haringey.
- An online directory for health and social care services, known as Haricare had been produced, and recently re-launched, by the council. Following feedback from

members of the panel it was recognised that since the re-launch there had been a few issues with the directory but these would be addressed moving forwards.

- The information provided by NHS 111 in relation to foot care.
- Concerns were raised in relation to performance issues highlighted in the report in relation to the Podiatry and Foot Health Services provided by Whittington Health NHS Trust. In view of the costs associated with each “did not attend” it was agreed that the panel needed a better understanding of why patients did not attend and the action being taken to reduce the number of patients not attending.
- The panel received information concerning the regular monitoring meetings that were held with the Podiatry and Foot Health Service. It was noted that such meetings covered services provided to residents across Haringey and Islington. Concerns were raised in relation to the number of patients waiting for more than six weeks for their first appointment. In addition, it was suggested that additional monitoring was required in relation to the maintenance of the service (e.g. the time you wait for an appointment once you are in the system).
- The NHS Friends and Family Test was discussed in relation to foot care.
- Further information was requested in relation to the specification for the Podiatry and Foot Health Service provided by Whittington Health NHS Trust in order to better understand the issues with performance outlined in the report.
- Recruitment and retention issues were considered in relation to the Podiatry and Foot Care Health Service.
- The Haringey Adult Foot Care Service, provided by a foot care assistant who provided simple nail cutting and foot care at The Priory, Abyssinia Court, The Haven Day Centre Service, The Crescent, and Woodside.
- Concerns in relation to the number of older people who may have problems carrying out basic foot care, such as nail cutting, by themselves. Consideration was given to the estimated need and unmet need in the borough and the possible cost of unmet need. It was suggested that better data collection was required in order to understand these issues locally.
- It was explained, due to the planned closure of the Haven, that the Foot Care Service was considering options for future delivery from alternative locations. The panel was assured that alternative provision would be in place before the closure of the Haven.
- The Chair noted that feedback on the Adult Foot Care Service had been positive and it was suggested that the Council and The Whittington Health NHS Trust should consider options for increasing the number of staff who were trained in basic foot care. It was also suggested that such training could be rolled out further to carers, friends and family, community groups among others.

Issues in relation to patient transport and the role of podiatry care in relation to falls prevention were also considered.

**AGREED:**

- (a) That the range of foot care services in Haringey, provided by statutory and voluntary health and social care organisations, be noted.
- (b) That the performance of the Whittington Health Podiatry and Foot Health Service be noted.
- (c) That the communications channels, used to notify residents about local foot care services, be noted.
- (d) That the Principal Scrutiny Officer be asked to organise an initial evidence gathering session, with commissioners and providers, to consider (i) the issues/concerns outlined above (the minutes) and (ii) how scrutiny could add value moving forward.

**80. BETTER CARE FUND UPDATE**

Marco Inzani, Commissioning Lead: Better Care Fund (BCF), provided an update on the information that had been presented to the Panel in October 2015.

Mr Inzani explained that continued progress had been made in delivering a reduction in Non-Elective Admissions (unplanned and emergency hospital admissions). The Panel noted that reduction in non-elective admissions was the main target for the BCF.

During the discussion, reference was made to the following:

- The fact that a large proportion of non-elective admissions in the over 65 population were due to falls and/or came from care homes.
- The fact that higher numbers of non-elective admissions placed pressure on care home admissions.
- The increase in permanent residential and nursing home admissions.
- The effects of delayed transfer of care and work the council and partners were doing to improve this.
- The fact that Haringey had the highest number of care home admissions and spend in relation to their comparator group.
- The increase in the length of stay in step down facilities.
- Ambulance callouts requested by healthcare professionals. It was noted that the main reason for callouts was the healthcare professional protocol. This accounted

for 37% of callouts while falls was noted as the second main reason, accounting for 11% of call outs.

- It was noted that non-elective rates by GP Practice were variable. It was also explained that data was missing for half of residential and nursing homes and that as a result there could be up to twice as many admissions from care homes.
- Respiratory, Urinary Tract Infections and Musculoskeletal issues were noted as the top three reasons for non-elective admission from care home.
- The work that was taking place in relation to reviewing Haringey's strategy for intermediate care.

In response to a Care Homes Deep Dive the panel was assured that the following actions/themes had been discussed with key stakeholders:

- Develop a Primary Care Led Care Homes Service Pilot with one GP Practice linked to one care home (three in total). It was noted that this would focus on Priscilla Wakefield, Spring Lane and Osborne Grove and would prioritise falls, Urinary Tract Infections and respiratory.
- Review the impact of winter schemes including 'Living Care at Home'. It was noted that this was a 2 week package of support to stabilise people at home following discharge from hospital.
- Continue to develop the role of social brokerage in developing alternative and cost effective solutions to in-borough care home placements.
- Develop the market for alternatives to residential and nursing care. For example, extra care sheltered accommodation.
- Determine the reasons for higher care costs in Haringey.
- Develop a business case for an integrated discharge team.
- Develop a business case for Step Down support to reduce the need for care home admission.
- Develop a business case to expand the provision of reablement including provision to step-down facilities.
- Undertake community engagement to determine issue that prevent carers from wanting a patient to be discharged home.

The Panel was informed that the actions above would be incorporated into the work programme of the Intermediate Care Group who would monitor implementation.

Mr Inzani went on to provide a summary in relation to the Falls Deep Dive (outlined in the report). The Panel was asked to note:

- There had been a 9% increase in the rate of falls related injuries in the over 65s in Haringey (2013/14 to 14/15).
- There had been a 17% increase in the rate of non-elective admissions falls in the over 65s in Haringey (2013/14 to 14/15).
- Falls were mainly happening to women over 85 in the west of the borough.
- There had been a 7% increase in referrals to the Integrated Community Therapy Team falls service at Whittington Health between 2013/14 and 2014/15.
- 32% of social care clients had been assessed as being at risk of falls, with 54% of these clients receiving housing adaptations or equipment.

In response to the Falls Deep Dive the panel was assured that the following actions would be incorporated into the work programme of the Integration Implementation Group who would monitor their implementation:

- Continue to monitor the balance and strength exercise group
- Continue to ensure that people at risk of a non-elective admission due to falls are supported by the Locality Team, particularly in the West.
- Review the evidence base regarding the use of falls prevention information resources in primary care.
- Explore the linkage of the falls pathway to hospital discharge.
- Explore the development of a fracture liaison service for Haringey.

*(Clerk's note: The Chair requested a written response in relation to a number of detailed questions that had been set to Charlotte Pomery, Assistant Director Commissioning, via email)*

**AGREED:**

- (a) That the progress in delivering a reduction in Non-Elective Admissions be noted.
- (b) That the themes and actions from the Care Homes Deep Dive be noted.
- (c) That the themes and actions from the Falls Deep Dive be noted.
- (d) That an update on the Better Care Fund, including progress in relation to the themes/actions from the Care Homes Deep Dive and the Falls Deep Dive, be prioritised as part of the panel's future work programme for June/July 2016. It was agreed that this should include information on the costs / cost savings associated with the actions.

**81. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR HEALTH AND WELLBEING**

The panel received a verbal update on the work of the Cabinet Member for Health and Wellbeing, Councillor Peter Morton.

Councillor Morton provided an update on the following issues:

- An update on priorities set out in Haringey's Health and Wellbeing Strategy 2015-18. This included information on two successful bids for government funding relating to health prevention projects/pilots concerning (a) supporting people to remain in / getting back into employment and (b) creating healthy communities.
- The work of the Haringey Obesity Alliance.
- Information was provided on a new national Sugar Smart campaign. It was explained that children from Stamford Hill Primary School had launched a new innovative app that would help parents and children to see how much sugar was in everyday food and drink.
- An update on the "No Ball Games" signs review including work that was taking place with Homes for Haringey and residents associations to raise awareness of problems associated with obesity and to encourage children to be more active.
- The impact of fast food outlets on health and new planning ideas that had been outlined in the Council's Local Plan Making documents. It was explained that these proposals would ban new hot food takeaways from opening within 400 meters of primary and secondary schools.
- GP access in Tottenham, including an update in relation to the progress of the Premises Task and Finish Group. It was noted that planned service commencement, in Tottenham Hale, was expected during late February 2016.
- The fact that Haringey, like most other London Borough, had seen continuing increases in the demand for Adult Social Care services as a result of an ageing population and market demand leading to increased provision costs. As a result, Councillor Morton explained that the Council was consulting on a proposal to apply a 2% social care council tax precept to the 2016/17 budget. It was noted that further information on these issues could be found in the 19<sup>th</sup> January 2016 Cabinet papers.
- The outcome of an open tender process for the award of a contract to The Bridge Renewal Trust to be the Council's strategic partner for the Voluntary and Community Sector.
- An update on the facilities and plans for Protheroe House.

During the discussion that followed reference was made to a number of issues, including:

- The launch of Earlham Primary School's walking bus scheme.
- The process for care and support needs assessments in relation to changes to adult care services.
- The finance and risk modelling that had been undertaken in relation to day opportunities transformation and changes that had occurred as a result of this work. For example, it was noted that savings of approximately £3.6 million had been moved back from years 1 to 2 in terms of the Council's Medium Term Financial Strategy.
- Issues in relation to purchasing care, the costs of care packages and carers' assessments.
- The consultation process for the 2016/17 budget, including the proposed 2% social care precept. It was noted responses to these proposals would be fed into budget papers and considered by Cabinet and Full Council in February 2016. Concerns were raised that it was difficult to find the budget consultation online via [www.haringey.gov.uk](http://www.haringey.gov.uk) It was suggested that a link should be made available via the home page to ensure this information was made as accessible as possible.
- The significant forecast out-turn variance for Adult Social Services of a £12.9 million overspend. It was noted that factors leading to the variances and the actions being taken to address the issues and solutions to them would be considered by the Adults and Health Scrutiny Panel at a meeting on 11 February 2016.
- The process/timetable for co-production in relation to decisions made by Cabinet in November 2015 concerning changes to adult care services. The panel suggested that moving forward there should be flexibility in adult care budgets to support the outcomes of co-production exercises.
- The role of the Stakeholder Steering Group, chaired by Healthwatch, in relation to the co design of new opportunities in relation to adult care services.
- Issues in relation to community provision and support for carers in relation to concerns raised in relation to dementia care in the east of the borough.
- Issues in relation to personal budgets and direct payments.
- The importance of providing clear advice, signposting and information to service users and carers in relation to changes to adult care services, including proposals in relation to the 2% social care council tax precept.
- The work that was being carried out by the Corporate Delivery Unit in relation to the supply and demand of adult care services.
- Concerns in relation to the future use of buildings once services, such as the Haven Day Centre, had been closed.

**AGREED:**

- (a) That the update from the Cabinet Member for Health and Wellbeing be noted.
- (b) That an update in relation to the co design of new opportunities in relation to changes to adult care services be prioritised as part of the panel's future work programme for June/July 2016. This should include input from the Stakeholder Steering Group.

**82. PROMOTING A SUSTAINABLE AND DIVERSE MARKET PLACE IN LIGHT OF THE CARE ACT AND FOLLOWING THE COMMISSIONING FOR BETTER OUTCOMES PEER REVIEW**

Charlotte Pomery, Assistant Director Commissioning, provided an update on issues arising for the Council in relation to promoting a sustainable and diverse market place in light of the Care Act and following the Commissioning for Better Outcomes Peer Review that had recently been undertaken.

The panel was informed that, in January 2015, Haringey had put itself forward as one of the Commissioning for Better Outcomes Peer Challenge pilots, led by the Local Government Association. The panel was asked to note that the peer challenge process was not an inspection but designed to help an authority, and its partners, to assess current achievements, areas for development and capacity to change in a constructive way.

Charlotte Pomery explained that work carried out by the peer review team in relation to the domain of the requirement to promote a sustainable and diverse market place had contributed to the development of the Council's work in this area.

The panel was informed that the peer review team had found that the Council had a number of strengths, including: strong and responsible leadership around the budget; data and analysis being looked at systematically to drive discussions around value for money; having a developed policy on anticipating and responding to provider failure; and positive engagement from providers to engage with the Council and deliver innovative services; among others.

It was noted that the review had also identified a number of areas for consideration by the Council moving forward, including:

- Significant additional engagement required around next steps of budget consultation, ensuring clarity of options under consideration.
- Lack of clear approach to address inflation up-lift and Fair Fee process.
- An underdeveloped response to the current and future needs of older people and market supply of care.
- Lack of collation of intelligence on the diversity of the market place and of how this was being used to inform and assist micro and macro commissioning.

During the discussion, reference was made to the following:

- The fact that the Council had established a brokerage function, on a pilot basis, to micro-commission services for individuals following assessment and support planning.
- Issues in relation to the National Living Wage and work that was being done to address inflation up-lift and to enact a Fair Fee process.
- The Council's Market Position Statement.
- Information and analysis of Haringey's local provider market for residential and nursing care in the borough.
- The Voluntary and Community Sector Commissioning Framework.
- The limited capacity for nursing care home placements available locally.
- The decision to maintain Osborne Grove Nursing home as a nursing home, delivered through an NHS provider.
- The CarePlace initiative (a software system) that enabled participating authorities to compare rates paid for care and support services. It was noted that this information placed local authorities in a stronger negotiating position with providers.

Charlotte Pomery advised the review findings had helped to shape areas of work that the Council had been developing and the Council had acted in response to each of the areas identified for consideration (as outlined in sections 5.7 – 5.9 of the report).

**AGREED:**

- (a) That the Commissioning for Better Outcomes Peer Review and the actions taken in response to its findings with regard to the market be noted.
- (b) That the continued work to maintain positive relationships with and to develop the provider market be noted.
- (c) That an update on promoting a sustainable and diverse market place, including areas identified for consideration by the peer review team, be prioritised as part of the panel's future work programme for Autumn 2016.

**83. THE MULTI AGENCY APPROACH TO SAFEGUARDING AND QUALITY ASSURANCE IN RELATION TO THE PROVIDER MARKET**

Charlotte Pomery, Assistant Director Commissioning, provided an update on the work that was being carried out to develop a multi-agency approach to safeguarding and quality assurance, with particular reference to the provider market,

During the discussion, reference was made to the following:

- Sections 5 and 48 of the Care Act 2014
- Haringey's commissioning intentions as set out in the Council's Corporate Plan and Market Position Statement
- Haringey's Provider Failure Policy
- The roles and responsibilities of the Safeguarding Adults Board
- The methodologies/measures the Council and partners used to assure quality of services for local residents
- The new Pan London Safeguarding Policy and Procedures

The panel was informed that the Council would be strengthening its approach to quality assurance and contract monitoring across all provision to ensure a continued focus on quality of provision.

It was noted that the previous approach to quality assurance had been largely inward looking and whilst holding providers to account this had relied on the Council being the primary agency in the process. Ms Pomery informed the panel that the new model reflected the multi-agency requirements of the Care Act, and where assuring the quality of services, it was explained that this would be carried out in partnership with a range of stakeholders, including providers, to enable greater understanding, a richer response and wider ownership of the process.

In order to take this work forward it was noted that a new sub-group of the Haringey Safeguarding Adults Board had been established to ensure local quality assurance and safeguarding arrangements were effective across all partners. The panel was informed that this would be supported by a revised Quality Assurance Framework and an annual work plan.

**AGREED:**

That the work to develop a multi-agency approach to quality assurance and safeguarding in relation to the provider market be noted.

**84. WORK PROGRAMME UPDATE**

Christian Scade, Principal Scrutiny Officer, provided a brief update on the proposed scrutiny work programme for the remainder of the 2015/16 municipal year.

**AGREED:**

That the work programme, set out in Appendix A to the report, be noted.

**85. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**86. DATES OF FUTURE MEETINGS**

The Chair referred Members present to Item 15 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

**CHAIR: Councillor Pippa Connor**

Signed by Chair .....

Date .....

**MINUTES OF THE MEETING OF THE ADULTS & HEALTH  
SCRUTINY PANEL HELD ON THURSDAY 11 FEBRUARY 2016,  
6.32pm – 8.20pm**

**PRESENT:**

**Councillors: Pippa Connor (Chair), Charles Adje, David Beacham, Peter Mitchell and Felicia Opoku**

**Co-optess: Helena Kania (Non Voting Co-optee)**

**ALSO PRESENT:**

**Councillor Peter Morton, Cabinet Member for Health and Wellbeing**

**87. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

**88. APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Cllr Gina Adamou and Cllr Stephen Mann.

**89. ITEMS OF URGENT BUSINESS**

There were no items of urgent business put forward.

**90. DECLARATIONS OF INTEREST**

Cllr Pippa Connor declared a personal interest in relation to agenda item 7 – Priority Two Budget Monitoring Report – by virtue of her sister working as a GP in Tottenham.

**91. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS**

None

**92. MINUTES**

It was noted that the minutes of the meeting held on 18 January 2016 would be reported to the next meeting on 1 March 2016.

### 93. PRIORITY TWO BUDGET MONITORING REPORT - QUARTER THREE

The Chair informed the Panel that, in October 2015, the main Overview and Scrutiny Committee had agreed that each Scrutiny Panel could, during the course of the year, undertake a review of their areas overall service and financial performance.

Katherine Heffernan, Head of Finance, explained the main directorates contributing to Priority Two outcomes, set out in Haringey's Corporate Plan 2015-18, were Adult Social Services, Commissioning and Public Health.

The Panel was informed that:

- Information published with the agenda was based on the financial position at the end of quarter three (2015/16).
- There were no significant variances against the Priority Two elements of Commissioning or Public Health.
- As reported to Cabinet in January 2016, there was a significant forecast out-turn variance for Adult Social Services of a £12.9m overspend.

The Panel considered how the out-turn variance for Adult Social Services was made up, the factors leading to the variances and action that was being taken to address the issues.

In response to questions, Ms Heffernan explained that there was a significant underspend against Assessment and Care Management and other services. The Panel was informed there had been underspends in staffing across a number of areas but especially in relation to Occupational Therapy and Social Workers, where the Council had experienced difficulties in recruitment. Beverley Tarka, Director of Adult Social Services, commented that action to address this had included work to develop a recruitment and retention strategy for the Adults Social Services workforce. During discussion, reference was made to the following:

- Issues concerning pay, training and support in relation to recruitment, retention and staff turnover, including the pros and cons of employing agency workers and contractors and the use of "golden hellos".
- The impact of the National Living Wage on the care sector.
- The impact of staffing underspends in relation to care packages and costs.

The Panel considered the table, at section 5.3 of the report, that highlighted how the out-turn variance for Adult Social Services was made up. The Panel noted that the main overspend related to care purchasing, where both volumes and costs had continued to rise, and that savings assumptions made in the medium term financial strategy had taken longer to embed than originally estimated. The following issues were discussed:

- The costs associated with care purchasing.

- The work that had been done by the Council to address inflation up-lift and to enact a Fair Fee process.
- The costs associated with implementing the Care Act 2014.
- Issues in relation to supply and demand concerning an ageing population and an increasing number of residents having complex care needs.
- The Council's Market Position Statement.
- Information and analysis of Haringey's local provider market for residential and nursing care in the borough.

In response to questions and concerns about the diversity and scale of savings required, Ms Tarka referred the members of the panel to section 5.9 of the report. It was noted that over the course of the year various actions had been taken to address the estimated outturn position. The following points were noted:

- The Council had established a brokerage function, on a pilot basis, to micro-commission services for individuals following assessment and support planning. Charlotte Pomery, Assistant Director Commissioning, explained that the brokerage unit would help free up care management time and ensure the cost of care was appropriate and best value.
- A joint project with health partners had been established to build an effective Intermediate Care Pathway. It was explained that this would include Haringey's approach to reablement, It was also noted that a review of the Reablement Service had been carried out and that this had identified further potential in this area e.g. in relation to processes and pathways.
- The Council had commissioned two extra sheltered schemes that would come into use during the summer of 2016. It was explained that this would offer an alternative to residential care.
- A "Front Door" review was being carried out to ensure it was working effectively and people were getting appropriate support.

The Panel noted the remaining actions outlined in section 5.9 of the report and considered issues in relation to: the new operating model for Adults Social Services; the Council's Transformation Reserve Fund; the finance and risk modelling work that had been undertaken in relation to the transformation of the adult care system in Haringey; and issues concerning budget proposals in relation to a 2% social care council tax precept.

**AGREED:**

- (a) That the estimated outturn position and action being taken to address it be noted.
- (b) That an update on the financial performance of Priority 2 Services (Adults Social Care, Commissioning and Public Health) be considered by the Scrutiny Panel during Quarter 2 of 2016/17 (October 2016 was suggested for this budget monitoring scrutiny meeting).
- (c) That, in addition to (b) above, updates on the following issues be prioritised in developing the scrutiny work programme for 2016/17, and recommended for endorsement by the Overview and Scrutiny Committee:
  - (i) The development of a recruitment and retention strategy for Adults Social Services (for consideration by the Scrutiny Panel in Spring/Summer 2016);
  - (ii) The effectiveness of the Council's brokerage service (for consideration by the Scrutiny Panel in February 2017);
  - (iii) The Council's Risk Management Plan in relation to Priority 2, the transformation of the adult care system in Haringey (for consideration by the Scrutiny Panel in September / October 2016);
  - (iv) The Intermediate Care Strategy with updates on progress made in delivering reablement and intermediate care services. It was agreed that this update should include information on processes, pathways and financial savings, including any barriers. For consideration by the Scrutiny Panel in February 2017.
- (d) That consideration be given to how scrutiny should be informed of the outcomes of any new service commissioned or co commissioned in relation to Day Opportunities Transformation, as part of the High Level Project Plan item, that would be considered by the Scrutiny Panel at its meeting on 1 March 2016.

**94. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**95. DATES OF FUTURE MEETINGS**

The Chair referred Members present to Item 9 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....

**Report for:** Overview and Scrutiny Committee 8 March 2016

**Item number:** 8

**Title:** Update on the Overview and Scrutiny Committee Review of Finsbury Park Events

**Report authorised by:** Stephen McDonnell, Assistant Director of Environmental Services & Community Safety

**Lead Officer:** Simon Farrow, Head of Direct Services (interim), 020 8489 3639, simon.farrow@haringey.gov.uk

**Ward(s) affected:** Harringay Ward and Stroud Green Ward

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

## 1. Describe the issue under consideration

- 1.1 Over the summer of 2015 a Review of Finsbury Park Events was carried out by the Overview and Scrutiny Committee, and a number of recommendations were made (as detailed in Appendix 1).
- 1.2 This report provides an update on actions that were agreed by Cabinet on 15 December 2015 (attached as Appendix 1) in response to implementing the Overview and Scrutiny Committee recommendations.

## 2. Cabinet Member Introduction

- 2.1 In December 2015 the Council welcomed the recommendations made by the Overview and Scrutiny Committee, as a positive contribution to addressing the needs of the local community while major events are held in Finsbury Park.
- 2.2 At that same meeting the Council agreed a number of actions to implement the recommendations of the Overview and Scrutiny Committee Review of Finsbury Park Events.
- 2.3 I note the progress made to date by officers and members and look forward to seeing further developments as the year goes on.

## 3. Recommendations

- 3.1 The Overview and Scrutiny Committee is asked to note the progress made to date to achieve their recommendations (attached as Appendix 1).

## 4. Reasons for decision

- 4.1 n/a

**5. Alternative options considered**

5.1 n/a

**6. Background information**

6.1 Haringey's Outdoor Events Policy was introduced in 2014, and since then the council has worked closely with statutory bodies, stakeholders and partners to ensure that together we successfully implement the Policy especially in regard to major events taking place within Finsbury Park.

6.2 The Overview and Scrutiny Committee review into Events in Finsbury Park was established:

(a) To understand the impact of recent events held in Finsbury Park to gain a greater understanding of the budget context for parks – including the income and where this money is spent – and how this is balanced against the impact of local people and businesses.

(b) To consider the position of Finsbury Park as a major London park contributing to city-wide events.

(c) To reflect on recent large events that have taken place in Finsbury Park, with particular focus on the following: planning and organisation; facilities; policing, security and crowd control; noise and complaints; transport, ingress and egress; damage and arrangements for remediation; community engagement.

(d) In light of the above, recommendations were made to the Council for improvements in the arrangements for future events that are consistent with the aims and objectives of Haringey's Outdoor Events Policy and see to minimise any potential adverse effects on the park.

**7. Update on recommendations**

7.1 The current position regarding the Committee's recommendations are contained in full in Appendix 1. The following summarises these key actions:

7.2 Recommendation 1 and 4 - A communications plan has been developed which details how information about events is communicated to residents, businesses and stakeholders, across the three boroughs.

7.3 Recommendation 1 – A leaflet providing information on events, income generation and how people can contribute to decisions on income spend was distributed to approximately 13,000 residents, businesses and stakeholders in March.

7.4 Recommendation 2 – A number of frequently asked questions on events has been developed and is now available to view on the Council's website. These will be reviewed twice a year in March and October.

- 7.5 Recommendation 3 – Terms of reference for two new groups has been written, with the first meeting of each group scheduled to take place in March prior to purdah commencing. A stakeholder group with a focus on residents, community organisations and park user groups will be chaired by a Councillor.
- 7.6 A stakeholder group made up of businesses will be officer led.
- 7.7 Membership of both groups is representative of all three boroughs.
- 7.8 Recommendation 5 – An independent acoustic consultant is currently conducting a review into noise monitoring. Frequently asked questions regarding noise monitoring, how it is done etc has been developed and is now available on the Council website.
- 7.9 Recommendation 12 and 13 these have been implemented in full.
- 7.10 All other recommendations are being progressed and the Committee will be updated later in the year.

## **8. Contribution to strategic outcomes**

- 8.1 Implementations of recommendations contribute to policy and practice primarily in relation to Priority 3 of the Corporate Plan: ‘A clean, well maintained and safe borough where people are proud to live and work’.
- 8.2 In addition, there are links to the Corporate Plan in relation to:  
Priority 1: ‘Enable every child and young person to have the best start in life...’  
Priority 2: ‘Enable all adults to live healthy, long and fulfilling lives’  
Priority 4: ‘Drive growth and employment from which everyone can benefit’
- 8.3 The section on tobacco also provides links to Key Priority 2 of Haringey’s Health and Wellbeing Strategy in ‘Increasing healthy life expectancy’.
- 8.4 The Medium Term Financial Plan sets out an increase of £600,000 of income during the period up to March 2018. All money raised by events is ring fenced back to the Parks budget to maintain and improve parks in the borough.

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

- 9.1 Finance and Procurement  
It is expected that implementing the agreed recommendations can be contained within existing budgets. If this subsequently proves not to be the case then funding will need to be identified before the recommended actions can take place.
- 9.2 Legal  
Under Section 9F of the Local Government Act 2000 (“LGA”), Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council’s area or the inhabitants of its area.

Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations.

Under Section 9FE of the LGA, there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

No specific legal implications arise in relation to the recommendations made and the Cabinet response set out in Appendix 1.

## 9.3 Equality

- (i) The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
  - Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- (ii) Haringey's Outdoor Events Policy was agreed by Cabinet in December 2013. An equality screening tool was completed in regard to the proposed policy and that the proposal had no impact on protected characteristics other than religion or belief.
- (iii) The Outdoor Events Policy retains provision that organisations professing a religion or a belief can hire the park like any other group, but they cannot book the park primarily for an act of worship. Whilst this could have the effect of discouraging religious or belief organisations from using the park primarily for an act of worship such as praying, such events could by their nature exclude others from attending the events or using the park more generally. Further, the policy does permit acts of workshop where incidental to the overall event, for example a convention.
- (iv) Park users, in particular groups booking parks for events, are not monitored by protected characteristics. However, there was no evidence put forward during the review to suggest particular groups had experienced any disproportionate impact as a result of events taking place in Finsbury Park. In addition the Outdoor Events Policy aims to promote all events as inclusive to the whole community. For example, events for Friends groups are free while charges to community groups have been reduced.
- (v) To support this, a number of the Scrutiny recommendations have been put forward to help foster good relations, by promoting understanding between people from different groups, by developing a mixed and diverse range of events for Finsbury Park, and by identifying opportunities that help advance equality of opportunity.

## 10. Use of Appendices

- 10.1 Appendix 1 – Responses and updates to the Overview and Scrutiny Committee report recommendations.

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

- a. Report of Overview and Scrutiny Committee –Finsbury Park Events Scrutiny Project -  
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$CoverReportFinsburyParkEventsScrutinyProject2.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$CoverReportFinsburyParkEventsScrutinyProject2.docx.pdf)
- b. Finsbury Park Events Scrutiny Project: Appendix 1, 1a and 1b -  
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$Appendix1FinalProjectReportwithAp1aandAp1b.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$Appendix1FinalProjectReportwithAp1aandAp1b.docx.pdf)
- c. Finsbury Park Events Scrutiny Project: Appendix 1c -  
<http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/Appendix1cFinsburyParkEventsScrutinyProject.pdf>
- d. Finsbury Park Events Scrutiny Project: Appendix 1d -  
<http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/Appendix1dToFinsburyParkEventsStakeholderGroup2.pdf>
- e. Finsbury Park Events Scrutiny Project: Appendix 2 -  
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$Appendix2Recommendations.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$Appendix2Recommendations.docx.pdf)
- f. Haringey's Outdoor Events Policy -  
<http://www.minutes.haringey.gov.uk/Published/C00000118/M00006442/AI00035723/OEPCLEAREDCOVERINGREPORT.pdf>
- g. Haringey's Health and Wellbeing strategy 2015 – 2018 -  
[http://www.haringey.gov.uk/sites/haringeygovuk/files/final\\_-\\_health\\_and\\_wellbeing\\_strategy\\_2015-18\\_0.pdf](http://www.haringey.gov.uk/sites/haringeygovuk/files/final_-_health_and_wellbeing_strategy_2015-18_0.pdf)

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**Finsbury Park Events Scrutiny Project – Conclusions and recommendations of Overview and Scrutiny Committee, responses and updates to recommendations**

<b>Overall comments on the report</b>				
	The Council welcome this report as a positive contribution to addressing the needs of the local community while major events are held in Finsbury park. The programme of major events for the summer of 2016 is currently being devised and the actions taken in view of the recommendations made by the Committee will positively contribute to the running of those events.			
	<b>Recommendation</b>	<b>Response (Agreed / Not agreed / Partially agreed)</b>	<b>Who and when</b>	<b>Update – Current Progress, March 2016</b>
<b>1</b>	The Cabinet Member for Environment is recommended to work with the Council’s Communications Team to develop a communication plan providing stakeholders, in Haringey, Hackney and Islington, with greater transparency about how income from events held in Finsbury Park is used. This should include circulating information at the end of September, the end of event season*, to:	Agreed  We recognise that there is scope for improving communication regarding the positive outcomes of major events, especially across borough boundaries and welcome this recommendation.  It is proposed that an annual report is produced.	Cabinet Member for Environment and Head of Direct Services  End of December	A communications plan has been developed for the year with focus on how event information is communicated to residents, businesses and stakeholders.  In March a leaflet was distributed to approximately 13,000 residents and businesses around Finsbury Park informing them of all the points recommended by the Committee – how event income is ring fenced and spent, how people can contribute to decisions on income spend and recent improvements.  This will become an annual report to be distributed at the end of September.
<b>(a)</b>	Confirm how much money is generated from events held in Finsbury Park;	Agreed		
<b>(b)</b>	Make clear that all income from events is ring fenced back to the parks budget;	Agreed		
<b>(c)</b>	Identify how local residents, businesses and	At this point in the year we		

<b>(d)</b>	<p>ward councillors can contribute to decisions on how income from events is spent, including work in other local parks;</p> <p>Provide information on how money from previous years has been spent, including updates on projects and improvements.</p> <p>(*In view of the timing of this scrutiny report, for 2015, it is recommended that this information is shared with local stakeholders as quickly as possible.)</p>	<p>would be seeking priorities for spend against the following year's income. Will be seeking expressions with (annual report)</p> <p>Agreed</p>		
<b>2</b>	<p>The Head of Direct Services is recommended to develop a Frequently Asked Questions document for Finsbury Park Events. This should be made available online via the Council's website <a href="http://www.haringey.gov.uk/finsbury-park">http://www.haringey.gov.uk/finsbury-park</a> by the end of December 2015 with consideration given to how this information could be used to develop the communication plan (recommendation 1 above).</p>	<p>Agreed</p> <p>As above this is a welcome recommendation to improve all aspects of communication around major events.</p>	<p>Head of Direct Services</p> <p>End of December</p>	<p>Event FAQs are now available on the council's website – <a href="http://www.haringey.gov.uk/finsburyparkevents">www.haringey.gov.uk/finsburyparkevents</a></p> <p>These will be reviewed and updated in March and October each year.</p>
<b>3</b>	<p>To help manage the competing needs and options of different stakeholders, including those from neighbouring boroughs, the Cabinet Member for Environment is recommended to review the terms of reference for the Finsbury Park Events Stakeholder Group. This should be completed before the end of December 2015 with consideration given to:</p>	<p>Agreed</p>	<p>Cabinet Member for Environment and Head of Direct Services</p> <p>End of December</p>	<p>The Terms of Reference for both groups has been developed and it is expected that the first meeting of both groups will take place in mid March.</p> <p>The stakeholder group for residents and local user groups will be Chaired by a Councillor and the stakeholder group for businesses will be officer led.</p>

<p><b>(a)</b></p> <p><b>(b)</b></p> <p><b>(c)</b></p>	<p>Setting up two distinct groups – one for local residents and one for local business – to ensure feedback from both is used to help with event planning and to address local concerns around major events.</p> <p>A ward councillor from Harringay or Stroud Green being nominated as the Chair.</p> <p>Ensuring fair representation from all the groups participating.</p>			<p>Membership of both groups is representative of all three boroughs.</p>
<p><b>4</b></p>	<p>To ensure local stakeholders, including ward councillors and residents, in Haringey, Hackney and Islington, are aware of all the events that take place in Finsbury Park, the majority being community or charity based, the Head of Direct Services is recommended to work with the Assistant Director of Communications, to review how information about future events is shared electronically or otherwise) to ensure greater awareness of all events.</p>	<p>Agreed</p> <p>This recommendation is supported and a full 12 month Communication Plan is being developed.</p> <p>This will go live in January each year with regular updates across a variety of media channels.</p>	<p>Events &amp; Partnerships Manager</p> <p>End of December</p>	<p>This is detailed in the Communications Plan.</p>
<p><b>5</b></p>	<p>The Committee welcomes the Council's commitment to review the way in which noise at Finsbury Park is monitored. It is recommended that the independent acoustic consultant's findings and any action to be taken by the Council as a result, be made available to all stakeholders, before the end of December 2015, to make the monitoring process more transparent and better</p>	<p>Agreed</p> <p>A public document will be published on the Council's website with recommendations.</p> <p>The full publication of this will be detailed in the Communications Plan.</p>	<p>Licensing Team Leader</p> <p>End of December</p>	<p>The review into noise monitoring of major events, by the independent acoustic consultant is currently ongoing.</p> <p>FAQs regarding the way noise is monitored has been developed and is currently on the Council's website</p>

	understood.			
<b>6</b>	Moving forward, it is recommended that as part of the process for developing an Event Management Plan further consideration should be given, by the various agencies and event promoters, to the location and design of speakers and stages to help minimise noise disturbance.	Agreed  Will be included as part of the Safety Advisory Group discussions.	Licensing Team Leader  Ongoing	This is ongoing and will be a matter of discussion at the individual event Safety Advisory Group Meetings as the year progresses.
<b>7</b>	The Head of Direct Services and Licensing Team Leader are recommended to work with the Feedback and Information Governance Team to review the process for logging event complaints. There should be one point of contact to: (a) enable appropriate and timely responses from the Council, event promoters and/or other agencies to complaints received from residents in Haringey, Hackney and Islington; (b) enable greater understanding of the issues raised; and (c) ensure lessons can be learnt from the feedback received.	Agreed	Head of Direct Services and Licensing Team Leader  Easter 2016	The principal of one point of contact that is hosted by the council has been established with the major event organisers. The detail of how this will work will be developed with the event organisers and Islington and Hackney.
<b>8</b>	To ensure improvements are made in relation to crowd management, including security and stewarding, it is recommended that the Safety Advisory Group give consideration to the following issues when advising on future events:	Actions a – e will be included as part of the development of the Event Management Plan for each event.	Head of Direct Services and Licensing Team Leader  Ongoing	These are ongoing and will be developed through the Safety Advisory Group Meetings for individual events as the year progresses.
<b>(a)</b>	The need for all relevant agencies to be in the control room during an event.	Agreed		
<b>(b)</b>	The security arrangements for both in and outside the park should be reviewed. This should include consideration of increased	Agreed		

	<p>police resource and importantly the use of more SIA accredited stewards who can work alongside council officers.</p> <p><b>(c)</b> In addition to stewards receiving appropriate briefings from the event promoters' stewards should also receive a briefing from council staff to ensure local knowledge / information about the area is passed on.</p> <p><b>(d)</b> Resources should be set asides to ensure stewards, working in pairs with suitable local knowledge, can provide a visible presence in local side roads, ensuring sign posting to public toilets, public transport and other local facilities.</p> <p><b>(e)</b> The introduction of a robust three-stage entry system, using the existing site footprint, to improve ingress arrangements minimising the opportunity for anyone to enter the site without a ticket.</p>	<p>Agreed</p> <p>Agreed</p> <p>This item will also be incorporated as a condition of hire of the park.</p> <p>Agreed</p> <p>This will only be appropriate at major events of circa 45,000 attendance.</p>		
<b>9</b>	The Head of Traffic Management is recommended to review Controlled Parking Zone (CPZ) arrangements to ensure they are appropriate for events held in Finsbury Park with consideration given to CPZ timings being consistent across the three boroughs during events.	<p>Agreed</p> <p>Any recommendation to be implemented prior to first major event in 2016.</p>	<p>Head of Traffic Management</p> <p>June 2016</p>	Subject to necessary permissions this will form part of the 2016/17 parking plan.
<b>10</b>	As part of the licensing process each event promoter should be asked to submit	Agreed	Head of Direct Services and Licensing	This will develop as the year progresses and events are confirmed.

	additional information, as part of their Event Management Plan, to explain how the take down and handover process will be managed and signed off. This should include information concerning the street cleaning (and bin collection) schedule for streets affected across Haringey, Islington and Hackney.	The street cleaning arrangements are currently split between four organisations. Consideration is currently being given to simplify this to one provider.	Team Leader  Ongoing	
<b>11</b>	Following the take down, the Head of Direct Services is recommended to develop a recovery action plan. This should: (a) list any damage, recorded as part of the post event site inspection; (b) detail the repair work that's required (with costs); and (c) provide clear dates for the completion of each maintenance task. This information should be shared with stakeholders (making it clear that the cost of any damage is paid for by the event organiser, not the Council).	Agreed  This will form part of the Communications Plan each year.	Head of Direct Services  Following each major event	As above
<b>12</b>	To limit the impact events in Finsbury Park have on the local community it is recommended that:		Head of Direct Services	These items are all now implemented.
<b>(a)</b>	Summer holidays should continue to be excluded from any major event booking period and importantly Finsbury Park should be returned, and be in full use, before the start of the summer holidays;	Agreed  Contained within the current Outdoor Events Policy.		
<b>(b)</b>	The number of events (five) and duration (a maximum of three days per event), allowed in the policy, should not be increased any further;	Agreed  Contained within the current Outdoor Events Policy.		

	<p><b>(c)</b> Policy implementation should ensure in practice that no more than two successive weekends are used for major events between the end of the May half-term and the start of the summer holiday period, and that no more than two successive weekends are used after the summer holiday period until the end of September;</p> <p><b>(d)</b> Any events held in Finsbury Park during September should be smaller (than the June/July events) with a maximum capacity of 20,000 to ensure better coordination with other events, such as football at the Emirates Stadium;</p> <p><b>(e)</b> That events held on a Sunday should always finish no later than 10.00pm.</p>	<p>Agreed</p> <p>This will be included in our booking process.</p> <p>Agreed</p> <p>Events have taken place on this scale previously when there has been a home match at The Emirates with no major issues for public transport network.</p> <p>Agreed</p> <p>Contained within the current Outdoor Events Policy.</p>		
<b>13</b>	<p>The Committee notes that retailers selling tobacco are obliged to comply with various legislative measures and new national regulations that restrict the display of cigarettes and point of sale advertising to tobacco. With this in mind, and in addition to the licensing process for Finsbury Park, it is recommended that (a) it becomes a condition of hiring the park that any tobacco stalls should be as plain a possible (e.g. no</p>	<p>Agreed</p> <p>Will be made a condition of hire of the park for 2016.</p>	<p>Head of Direct Services and Licensing Team Leader</p>	<p>This now forms part of the standard contract for hire of the park.</p>

	bright colours or lights) to help prevent the promotion of smoking; and that (b) any evidence arising from this year's events in relation to tobacco products be reviewed by the Licensing Team Leader in advance of future events.	Evidence will be reviewed.		
<b>14</b>	The Cabinet member for Environment is recommended to develop a 3-5 year programme of events for Finsbury Park to enable all stakeholders to better prepare and plan for events.	Agreed  Will work towards this to commence in 2017.	Cabinet Member for Environment and Head of Direct Services	Ongoing – research has commenced with Neighbouring Boroughs and also with other organisations that can assist the council in developing its approach.
<b>15</b>	In developing a 3-5 year events programme for Finsbury Park the Cabinet Member for Environment is recommended to give consideration to:	Agreed	Head of Direct Services  Ongoing	As above in 14.
<b>(a)</b>	Delivering events that reflects the diversity of Haringey's population. This should include providing opportunities for local artists / bands to show case their talent during events held in Finsbury Park.	The hire of the park is subject to market demands particularly for major events. Therefore diversity must be considered across the commercial, charity and community events held across all parks.		
<b>(b)</b>	Using the expertise and knowledge from across the council to deliver a mixed and diverse range of events that help the Council to achieve objectives set out in the Corporate Plan.	Officers from across the council will work together to deliver this.		
<b>(c)</b>	The provision of event space for local community groups, charities and businesses to promote their work during events.	Where possible each major event will include opportunities for this to take place.		

<b>(d)</b>	Encouraging more members of the public, including community groups and charities, to hold events in the park.	Council has a Community Events Project as part of the Priority 3 Programme. This will support the delivery of this recommendation.		
<b>(e)</b>	Working with event promoters to identify opportunities for work experience and volunteering.	The key to this is the early agreement of events and the 3 – 5 year programme.		
<b>(f)</b>	Working with event promoters to enable the Council and local Jobcenters to signpost, and help local residents gain skills required, for jobs that become available during events held in Finsbury Park.	As above.		
<b>(g)</b>	Working with event promoters to ensure local businesses have opportunities to take part in events, e.g. catering, and looking at how the Council can support local businesses overcome any barriers identified.	As above.		
<b>(h)</b>	Providing a discounted/lottery ticket scheme for local residents.	The delivery of this will be developed in conjunction with the event organisers and will vary dependent on the particular audience profile for individual events.		

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**Report for:** Overview and Scrutiny Committee – 8 March 2016

**Item number:** 9

**Title:** Further updated service responses (Feb 2016) for the report from the Overview & Scrutiny Committee on “Under occupation of Social Housing and Housing Benefit Entitlement”

**Report authorised by :** Tracie Evans, Chief Operating Officer

**Lead Officer:** Astrid Kjellberg-Obst, Director of Operations, Homes for Haringey  
020 8489 4260 [astrid.kjellberg-obst@homesforharingey.org](mailto:astrid.kjellberg-obst@homesforharingey.org)

**Ward(s) affected:** All

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

### 1. Describe the issue under consideration

1.1. This report is a further update in relation to the service responses contained in the Cabinet report of the 16 September 2014 (in response to the Overview & Scrutiny Committee report of the 10 April 2014).

### 2. Cabinet Member Introduction

2.1. The Committee’s report identified a number of areas of concern regarding the impact of the ‘bedroom tax’. It made a number of recommendations suggesting how its effects might be alleviated and the long term policy implications. The bedroom tax currently affects 1,018 of the Council’s secure tenants which means they lose between about £18 and £33 per week. A large proportion of them have built up significant arrears, however the overall level of rent arrears has continued to fall appreciably. The situation for tenants facing financial difficulties is not likely to be improved by the commencement of the roll out of the Universal Credit which starts in the borough on the 14 March 2016 for all new claimants.

2.2. The updated responses from the services (in the appendix) indicate that the matters the Committee has raised continue to inform the work being undertaken by the Council and Homes for Haringey. These responses are summarised in paragraph 3 of this report.

### 3. Recommendations

- 3.1. The Overview and Scrutiny Committee is requested to note the updated responses to the recommendations as set out in the table in the appendix . These can be summarised as follows:
- 3.2. Recommendation 1: Supporting tenants to swap and mutual exchange.  
Work continues on improving promotional materials, including information on the website and a new App for mobile phones. Downsizing information will continue to be disseminated at the events planned for the next 12 months. The Council's allocation policy has changed to allow tenants in arrears (but making payments) to transfer or to be approved for a mutual exchange.
- 3.3. Recommendations 2-6: Discretionary Housing Policy (DHP) payments – prioritising tenants facing legal action.  
The Revenues and Benefits Service continues to prioritise help to tenants to assist them avoid eviction. However the proposed extension of the benefit cap in the autumn will place increasing pressure on the DHP budget.
- 3.4. Recommendation 7: Rent arrears policy – the possible impact of court orders and evictions by Homes for Haringey and RHPs should be fully assessed prior to court action.  
Careful consideration is given to the circumstances of every tenant in serious arrears. Every effort is taken to avoid court action and eviction is only used as the last resort. HfH has appointed 2 visiting officers who carry out visits to vulnerable and difficult to contact tenants, especially those with large arrears.
- 3.5. Recommendations 8, and 9 - Partnerships.  
A revised partnership agreement has been put in place. Liaison between the Benefits Service and Homes for Haringey is now very good. The Benefits Service provides full details of bedroom tax cases on request.
- 3.6. Recommendation 10: improved financial advice and support to tenants.  
Homes for Haringey's Community Development Team has established a programme of support in respect of employment and training. This is being delivered through the work of its Employment and Training team, Project 2020 and the Resident Engagement's Digital Champions scheme. The Financial Inclusion Team (part of HfH Income Collection) provides advice and help for tenants to access financial assistance schemes.
- 3.7. Recommendation 11: Bedroom tax' loopholes (tenants lose benefit as a result of defects in the primary legislation).  
The Benefits Service completed work on this in 2014 and all issues were resolved.
- 3.8. Recommendation 12: Front line services – improvements in training and procedures.  
Work ongoing by the Financial Inclusion Team on training required for welfare changes.
- 3.9. Recommendation 13: Referring tenants to related support programmes – more advice and information.  
More referrals are being made to the Council's providers of employment and training. Three events are planned in conjunction with support partners before the

start date for the Universal Credit on the 14 March this year. This is part of a new more coordinated approach.

- 3.10. Recommendation 14: Customer Service Transformation Project – problems for vulnerable tenants in accessing information and advice.  
HfH conducted a survey to improve records of vulnerable tenants and the information has been recorded on the database system. This information helps to identify tenants requiring personal contact including home visits.
- 3.11. Recommendation 15: Core strategy – planning is required to ascertain the likely future size requirements of social housing units.  
Strategic Housing Market Assessment will be used to inform future housing needs. The Council's draft *Haringey's Housing Strategy 2015-2020* clearly recognises the importance of meeting local housing requirements.
- 3.12. Recommendation 16: Vulnerable adults – more work to identify them and support them access the best options.  
Tenancy Management has visited all tenants who have not ordered a repair in the last 2 years to improve records.

#### **4. Reasons for decision**

The report seeks approval of the responses to the recommendations set out in the appendix to this report.

#### **5. Alternative options considered**

Not applicable.

#### **6. Background information**

##### 6.1 Possible effects of the Affordable Homes Bill.

The 2014-15 session of Parliament prorogued and the Bill made no further progress.

6.2 The government's under occupation policy introduced size criteria whereby social housing tenants have their benefit reduced by 14% or 25% if they are deemed to have a spare bedroom or bedrooms in their home. This reduction known as the 'bedroom tax' or under occupation penalty has reduced the incomes of Council tenants (1,018 in total) by a total of £20,766.58 per week. In total they are worse off by £20,766.58 per week (approximately £1.08 M a year). The problems of downsizing often makes it very difficult for them to avoid building up quite large arrears of rent. Currently about 684 secure tenants affected by the bedroom tax have arrears of £544,211.67.

The Council assists tenants in exceptional need through Discretionary Housing Payments (DHP). However the government reduced the funding available by 40% for the current financial year (2015/16) to £1,485,882. It has indicated an amount of £1,726,627 for the next financial year (an increase of 16%). The proposed extension of the Benefit Cap (likely to start in autumn 2016), will particularly affect tenants in Temporary Accommodation and is expected to put increasingly severe pressure on the DHP budget in the coming year.

6.3 In December last year the DWP published a report on the '*Evaluation of Removal of the Spare Room Subsidy*' based on data up to November 2014. It stated that DHP had "*undoubtedly helped to alleviate the difficulties of some of the most vulnerable groups affected*" by the bedroom tax despite the short term nature of the help. In respect of how the tenants affected had responded to the loss of income, they noted that very few of them had managed to get more work or (for those out of work) a job to compensate.

Although only a very small number had actually been evicted, the report accepted that the situation could easily get worse over time. About 9% of the tenants had managed to downsize. Around one in five were actively looking to move but it was widely reported that there was a general lack of smaller properties available to move into. Moves into the private rented sector had remained low because of affordability concerns and the difficulty in finding a deposit. Although around half of landlords had altered the profile of new stock being built most remained very cautious about offering shared housing, citing concerns about management difficulties or costs.

6.4 The next major phase of the government's welfare reform will take place through the phased introduction of the Universal Credit system. The UC will combine the following elements:

- Housing Benefit
- Income-based Jobseeker's Allowance
- Income-related Employment and Support Allowance
- Income Support
- Child Tax Credit
- Working Tax Credit

The DWP's report '*Universal Credit national expansion – Tranches Three and Four*' (July 2015) states that the roll out will commence in Haringey on the 14 March this year. This will only be for new claims from single people, who would otherwise have been eligible for Jobseeker's Allowance, including those with existing Housing Benefit and Working Tax Credit claims.

However the amount of information available is rather limited. A recent report '*Universal Credit: progress update (25/01/2016)*' issued by the House of Commons Committee of Public Accounts drew attention to this. The report states that "*The*

*lack of specific and timely plans for digital service roll-out, and only being able to say instead that roll-out will happen 'soon', not only affects local authorities; it also creates uncertainty for claimants and those whom they turn to for advice".*

## **7. Contribution to strategic outcomes**

7.1. The recommendations are broadly in line with the Council's existing policies and objectives.

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

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

8.2. The majority of the recommendations within this report have already been implemented or can be contained within existing budgets. Where additional funding is required to implement an agreed recommendation then Cabinet approval is required and the amount involved needs to be clearly specified.

### **8.3. Legal – Comments of the Assistant Director of Corporate Governance and legal implications**

8.4. The **Welfare Reform Act 2012** made changes to a number of welfare benefits including the introduction of the housing benefit under occupancy penalty known as the "bedroom tax" and the introduction of the universal credit.

8.5. The "bedroom tax loophole" was closed with effect from 3<sup>rd</sup> March 2014 by the Housing Benefit (Transitional Provisions) (Amendment) Regulations 2014 so that anyone living in social sector housing and eligible for continuous full entitlement to Housing Benefit since 1996, is no longer entitled to exemption from the bedroom tax.

8.6. The Discretionary Financial Assistance Regulations 2001 give the Council a broad discretion when awarding DHP to provide support to claimants affected by the benefit cap the bedroom tax and universal credit, but the Council has a duty to act fairly, reasonably and consistently in awarding DHP. The Council is able to top up the Government's contribution towards DHP by an additional 150%, but the Discretionary Housing Payments (Grants) Order 2001 makes it unlawful for the Council to exceed the overall limit i.e. 2.5 times the government contribution.

### **8.7. Equality**

Not applicable

**8.8. Procurement**

Not applicable

**9. Use of Appendices**

9.1. Appendix – Summary of the Scrutiny Committee’s recommendations and the service responses

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

10.1. *Haringey’s Housing Strategy 2015-2020 – Draft for consultation, 13 July to 18 October 2015* – Haringey Council, August 2015

10.2. *Evaluation of Removal of the Spare Room Subsidy* – Department for Work and Pensions (DWP), December 2015

10.3. *Universal Credit national expansion – Tranches Three and Four* – DWP, August 2015

10.4. *Universal Credit: progress update* – House of Commons Committee of Public Accounts, January 2016

10.5. *Discretionary Housing Payments Policy, 2015/16* – Haringey Council, May 2015

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee's report on the Under Occupation of Social Housing and Housing Benefit Entitlement ('Bedroom Tax')

SCRUTINY COMMITTEE RECOMMENDATION 10/04/2014	SERVICE RESPONSE 16/09/2014	COMMENTARY / ACTION / RESPONSIBILITY – SERVICE RESPONSES (CABINET REPORT 16/09/2014)	UPDATE - PROGRESS – 06/03/2015	UPDATE - PROGRESS – Feb 2016
<u>TRANSFERS AND MUTAL EXCHANGES</u>				
<p>1. In order to successfully tackle under occupation and overcrowding, the Council should work with Homes for Haringey and Registered Providers to develop, publish and promote a comprehensive programme of support that makes it as easy as possible for tenants affected by the 'bedroom tax' to move to accommodation that has fewer rooms.</p>	<p>Partly agreed</p>	<p>The Council's Strategic Housing Service already provides an Under-Occupation Officer who supports tenants under occupying by one or more bedrooms to move to smaller accommodation. There is a comprehensive range of information on the Council's website for those seeking opportunities to downsize their home.</p> <p>HFH also provides information on its website for tenants wishing to engage in mutual exchanges (MEX). It has an internal mutual exchange board</p>	<p>The Mutual Exchange (MEX) Project is managed by HFH Tenancy Management Team. Plans are being drawn up for the creation of links and promotional material on the website in due course. Consideration is being given to the appropriate MEX promotional materials to be designed.</p> <p>Preparatory meetings are also going to be scheduled with Tenancy Management / the MEX Team and the Communications Team.</p> <p>There have been several successful downsizing events organised by HFH (the last one being in December). In advance of resources for a</p>	<p>Work continues on promoting mutual exchange opportunities.</p> <p>A web page has been set up on Homes for Haringey's website which provides comprehensive information. It explains the steps a tenant must take to find another tenant in a place they wish to move to, who would like to swap properties. A downloadable application form is also provided. Further publicity material is under consideration</p> <p>The Council's allocation policy has changed to allow tenants in arrears (but making payments) to transfer</p>

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		and is planning to increase the use of this. It is preparing promotional materials to encourage tenants to move. More comprehensive programmes of support can be developed in due course (as required) when additional resources become available.	more extensive support programme, HFH is working closely with the Under Occupation Team and is also actively signposting tenants to the Home Swapper and Home Finder UK web sites.	or to be approved for a mutual exchange. This has been used to enable a number of tenants to move to smaller properties by transfer or mutual exchange.
The programme, underpinned by a review of social landlords housing allocations arrangements and supported by written advice on the full range of options available to tenants, should include the following:				
<ul style="list-style-type: none"> <li>Borough wide and localised events that bring together under occupiers and over-</li> </ul>	Noted	Homes for Haringey held 2 events in 2013 for under-occupying tenants and are	In relation to a matching event for overcrowded tenants HFH Financial Inclusion Team (part of	A mutual exchange event was held at Commerce Rd on the 1 July 2015 with a total of 45 attending. Under-

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee's report on the Under Occupation of Social Housing and Housing Benefit Entitlement ('Bedroom Tax')

<b>SCRUTINY COMMITTEE RECOMMENDATION</b> <b>10/04/2014</b>	<b>SERVICE RESPONSE</b> <b>16/09/2014</b>	<b>COMMENTARY / ACTION / RESPONSIBILITY –</b> <b>SERVICE RESPONSES</b> <b>(CABINET REPORT</b> <b>16/09/2014)</b>	<b>UPDATE - PROGRESS –</b> <b>06/03/2015</b>	<b>UPDATE - PROGRESS – Feb</b> <b>2016</b>
<p>crowded tenants across Haringey (to include a programme of published events held by Council, Homes for Haringey and other Registered Providers)</p>		<p>planning a further event this year with details of overcrowded tenants available as possible exchanges. It is also proposed to follow this with a matching event for overcrowded tenants in Council properties with details of under-occupying tenants. Resources to be considered for a programme of published events from 2015/16 for under-occupiers and overcrowded tenants by the Council, HFH and other registered providers.</p>	<p>Income Management) organised a downsizing event at Commerce road on 3<sup>rd</sup> December 2014 at which 60 residents attended.</p> <p>There were information stalls from the Under Occupation Team, HFH internal mutual exchange Team, Moneywise, Energy advice, Job Centre Plus , Home Swappers and the Haringey Employment and Skills Team.</p> <p>The next event is being planned for mid May 2015 at the Civic Centre and will be targeting tenants that are affected by the Benefit cap and/or are under occupying.</p> <p>HFH Mutual exchange Team (MEX) organised an event at Commerce road on Saturday 15<sup>th</sup> December 2014 for all registered tenants that were</p>	<p>occupiers and benefit cap cases were invited – other partners attended – Haringey Employment &amp; Skills Team , CAB, MEX Downsizing Officer, Job Centre Plus, Homefinder.co.uk, and Moneywise.</p> <p>Another larger event is planned for July this year in the Civic, matching under- and over-occupiers.</p>

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee’s report on the Under Occupation of Social Housing and Housing Benefit Entitlement (‘Bedroom Tax’)

SCRUTINY COMMITTEE RECOMMENDATION 10/04/2014	SERVICE RESPONSE 16/09/2014	COMMENTARY / ACTION / RESPONSIBILITY – SERVICE RESPONSES (CABINET REPORT 16/09/2014)	UPDATE - PROGRESS – 06/03/2015	UPDATE - PROGRESS – Feb 2016
			either under or over occupying, with a view to bringing tenants together to view each other’s properties.	
<ul style="list-style-type: none"> <li>Collect, review and publish details of financial incentives (to downsize), allowances (e.g. removals) that support housing transfers and exchanges (across Homes for Haringey and other Registered Providers);</li> </ul>	Partly agreed	<p>The Council’s Strategic Housing Service lead on this, to provide up to date information on their website such as the “Money to move” leaflet. The “Home Connections” service (and website) is amongst a number of options for tenants wishing to downsize which the Council publicises on its website. The Council and HFH plan to promote this type of service more in future. Links are provided to both these options on the HFH website. It is not considered that it</p>	<p>The Council and HFH are actively promoting incentives and opportunities to tenants to move. These are prominently advertised on the Council’s and HFH’s websites including ‘Money to move’ incentives. These services are also promoted at downsizing events organised by HFH Financial Inclusion Team and the Mutual exchange event arranged by Tenancy Management.</p>	<p>A new App – ‘My Haringey’ - (for mobile phones, etc) is being designed to provide direct access to digital services and information provided by Haringey Council and Homes for Haringey plus external services such as job and home finding, mutual exchanges, financial advice and so on.</p> <p>Since April 2015 the Resident Engagement Team (RET) has continued support of local residents associations, 13 of which held 18 events/projects for the benefit of over 400 residents. Financial Inclusion Team officers attended to provide information and advice.</p>

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee's report on the Under Occupation of Social Housing and Housing Benefit Entitlement ('Bedroom Tax')

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		would be cost effective at the present time to introduce new financial incentives to downsize.		A number of play events at certain estates across the borough are being organised by the Resident Engagement Team for spring and summer of this year, which will provide opportunities to disseminate information about mutual exchanges, etc
<ul style="list-style-type: none"> <li>Explore the possibility of developing a rent guarantee for downsizers (which ensure that the rent that tenants are charged for their new home does not exceed the rent that they have been charged for the home they are leaving)</li> </ul>	Not agreed	Potentially long term financial subsidies would not be a viable financial option even for the few cases which might arise. The situation would only be an issue for HFH tenants wishing to move to the private sector or other RHP with a higher rent. The Council's Strategic Housing Service has a policy of only moving tenants into accommodation which	No further comment	-

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee's report on the Under Occupation of Social Housing and Housing Benefit Entitlement ('Bedroom Tax')

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		provides long term affordability.		
<ul style="list-style-type: none"> <li>That Registered Providers support mutual exchanges by offering small scale repairs and provide decorating materials for tenants where this will encourage mutual exchange between downsizers and tenants who are living in overcrowded housing;</li> </ul>	Partly agreed	HFH will prepare a bid for additional resources for 2015/16 for a decorating pack and small scale repairs as an incentive for mutual exchanges.	Consideration is being given to holding further meetings with Tenancy Management / the MEX Team, Comms, etc in order to discuss costs, feasibility, advertising etc.	Funding options currently under review.
<ul style="list-style-type: none"> <li>Actively market 1 bedroom properties to under-occupying tenants and ask all Registered Providers to make available all of their 1 bedroom properties (including those that are not subject to the Council's nomination</li> </ul>	Noted	Although this constitutes a useful objective it will need to be considered with the review of the Allocations policy.	As previously noted	-

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee's report on the Under Occupation of Social Housing and Housing Benefit Entitlement ('Bedroom Tax')

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rights) for a specific period of time in order to assist Haringey's efforts to tackle under occupancy and overcrowding;				
<ul style="list-style-type: none"> <li>Develop mutual arrangements across the sector through which tenants of all local social landlords (Homes for Haringey and other Registered Providers) are supported in mutual exchange processes, including three and four way swaps;</li> </ul>	Partly agreed	The Council (&HfH) pay for the service that HomeSwapper provides tenants. Tenants are encouraged to register their details on HomeSwapper and search for matches to maximise their chance of an exchange. HFH tenants have been included in a number of three way swaps in the last six months, and consideration will be given to developing this policy in future.	With regard to an enhanced use of the HomeSwapper Service, the holding of further meetings is being considered between Tenancy Management / the MEX Team, RSLs and the Under Occupation Team to build on the existing policy	A web page has been set up on Homes for Haringey's website which gives full details about mutual exchanges
<ul style="list-style-type: none"> <li>The provision of dedicated support to guide tenants through the process of mutual</li> </ul>	Noted	The Council's Strategic Housing Service already has an under-occupation officer.	As previously noted	Currently under review

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee’s report on the Under Occupation of Social Housing and Housing Benefit Entitlement (‘Bedroom Tax’)

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exchange or home swap (hand-holding) e.g. to help tenants to register on Homeswapper, upload photos and support active engagement.		Further provision will be considered for a bid for additional resources from 2015/16/.		
<ul style="list-style-type: none"> <li>• Training and updates provided to other relevant staff groups (social workers etc)</li> </ul>	Noted	The Council publishes a range of information about the choices available for people needing accommodation on its website, for instance on its “Housing Options” page (with links to a number of mobility/home swap schemes). Both the Council and HFH accept the need to disseminate this information as widely as possible and will continue to do so within existing programmes.	As previously noted	As previously noted
<u>DISCRETIONARY</u>	Not agreed	As indicated in the	The Government has	As previously indicated the

**Appendix - Progress since September 2014 in respect of the Overview & Scrutiny Committee’s report on the Under Occupation of Social Housing and Housing Benefit Entitlement (‘Bedroom Tax’)**

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<p><b>HOUSING PAYMENTS (DHP)</b></p> <p>2.The Committee recommended that a summary DHP guide is developed for social housing tenants which:</p> <ul style="list-style-type: none"> <li>Clearly sets out the eligibility criteria, application process and timeframe for processing and assessment</li> <li>Ensures that the commitment to change (e.g. job search, training) is made explicitly clear in the applications criteria and assessment process;</li> <li>Makes tenants aware that reapplications are possible;</li> <li>Is systematically distributed to those</li> </ul>		<p>paper “Haringey’s DHP Payments Policy 2014-15” funding for DHP is very limited (please see page 1 for a breakdown of the allocations of funding). Thus DHP can only be provided to tenants in exceptional circumstances as an interim measure – the criteria (and a large number of illustrative examples) are clearly set out on the Council’s web page on DHP and in the above mentioned paper (page 7), which is also provided on this web page.</p>	<p>reduced funding in the borough for DHP from £2,465,556 to £1,485,882 for the financial year 2015/16; that is by 40%. It is expected that most current claimants will renew their applications in 2015/16.</p> <p>Revenues, Benefits &amp; Customer Services (RBCS) is therefore proposing to continue broadly on the basis of last year’s allocations but under somewhat tighter eligibility criteria. The amount of funding in each case will be lower but further applications will be expected where appropriate. This will enable cases to be kept under ongoing review throughout the year to maximise the use of the reduced funding.</p> <p>RBCS will continue to do</p>	<p>Government reduced DHP funding in the borough by 40% in the current financial year (2015/16). It has indicated an amount of £1,726,627 for the next financial year (an increase of 16%).</p> <p>The Revenues &amp; Benefits Service (RBS) is proposing to continue the existing policy, with some minor amendments regarding conditionality.</p> <p>RBS will continue to do everything possible to sustain tenancies, prevent homelessness and where possible ensure tenants secure more affordable accommodation.</p> <p>The extension of the Benefit Cap (likely to start in Autumn 2016), particularly for tenants</p>

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affected by welfare reforms.			everything possible to sustain tenancies, prevent homelessness and where possible ensure tenants secure more affordable accommodation. The current policy of placing Temporary Accommodation tenants exclusively in London is expected to put increasingly severe pressure on budgets in the coming year.	in Temporary Accommodation is expected to put increasingly severe pressure on the DHP budget in the coming year.
3. In order to increase awareness and uptake of DHP among Registered Providers (RHPs) and Council tenants:				
<ul style="list-style-type: none"> <li>The DHP policy should be re-circulated to all RHPs (including Homes for Haringey) to help improve awareness of these payments, particularly in relation to the eligibility criteria and the application</li> </ul>	Noted	HFH Financial Inclusion Team(FIT) is helping tenants to understand their eligibility and the application process and is assisting tenants to make claims.	Since April 2013 FIT has assisted 255 tenants with their applications for DHP of which 195 were successful which resulted in them receiving £93,931.10 in additional benefit	FIT continues to provide support and advice to applicants as required. About 10 tenants were assisted with their applications for DHP

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process;				
<ul style="list-style-type: none"> <li>Further guidance should be provided to RHPs and Homes for Haringey, making use of case study examples of successful and unsuccessful DHP claims;</li> </ul>	Noted	Please see the response to point 2 above.	As previously noted	In view of the very limited nature of the funding, DHP can only be provided to tenants in exceptional circumstances as an interim measure – the criteria are clearly set out on the Council's web page on DHP
<ul style="list-style-type: none"> <li>The above information should be cascaded to front line RHP and Homes for Haringey staff to better advise potential applicants.</li> </ul>	Noted	Please see the response to point 2 above.	As previously noted	Please see note above
<p>4. It is recommended that, when considering DHP applications, the Council give greater priority to tenants who are facing legal action or eviction.</p>	Noted	HFH only takes action against tenants after very careful consideration of their family circumstances, their payment record and their eligibility for financial assistance. In addition the Courts only sanction legal action after very careful	In relation to DHP policy for 2015/16 it is expected that most social tenants meeting the eligibility criteria for Discretionary Housing payments (DHP) assistance will only need help for a limited period as they will be taking active steps to move into smaller accommodation or starting work or looking to	As indicated above the Council's DHP budget has been reduced by 40%. The Financial Inclusion Team (part of Income Management) is doing a lot of work on advising tenants on budgeting / money management in conjunction with MoneyWise

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		consideration. Occasionally it becomes impossible to avoid imposing a penalty on a tenant who refuses to engage. This matter will be considered by the Revenues and Benefits service with Housing and HFH in formulating DHP policy for 2015/16.	increase their hours of work.  In 2014/15, the Financial Inclusion Team supported 106 DHP application cases for assistance of which 100 were affected by the bedroom size criteria and 6 by the Benefit cap. So far 100 cases were granted, 4 refusals and 2 still awaiting decisions. A total of £63,630.43 was awarded in DHP to general needs/ supported housing households.	
5. Improvements are made to the DHP assessment and notification process, including;				
<ul style="list-style-type: none"> <li>Faster processing of applications (it is suggested that this is 18 working days to conform with the targets for the</li> </ul>	Noted	The service endeavours to process applications as quickly as possible. The speed with which an application is processed depends to	As previously noted.	As previously noted.

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processing of new Housing Benefit applications)		some extent on the quality of the information provided by the applicant. Recovery of overpayments of housing benefit constitutes a significant problem which could be exacerbated if priority were given to fast processing of applications.		
<ul style="list-style-type: none"> <li>Improved communication between Revenues Benefits &amp; Customer Services (RBCS) - as the processor of Housing Benefit claims, housing providers (RHPs) and tenants.</li> </ul>	Partly agreed	Substantial information flows already take place between RBCS, HFH, other RHPs and the tenants (claimants). HFH's Financial Inclusion and Income Collection teams also inform and advise tenants about HB issues in person, by letter, telephone and text, through the Homes Zone magazine and the website. Liaison	In addition to liaison meetings RBCS have also been providing training to HFH Income Recovery and Financial Inclusion teams	<p>Liaison between the Benefits Service and HfH is now very good. Homes for Haringey and the Revenues &amp; Benefits Team, meet regularly alongside Customer Services to discuss all issues between the services. There are arrangements in place to flag and deal with any concerns regarding individual cases.</p> <p>Homes for Haringey has fully funded a post in the Benefits Service (BS) to help facilitate</p>

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		meetings between RBCS and HFH take place in the course of which communication matters are discussed.		full and effective liaison on issues for tenants. BS has a very efficient system for the frequent provision of regular updated lists of suspended benefits cases to the Income Collection Team. BS is scheduled to provide further training to front line staff in March.
6. As shortfall between the Housing Benefit lost and the availability of DHP may grow the Council should explore the merits and feasibility of using other budgets – such as the HRA (as other LAs have done so) and the homelessness budget – to supplement, even on a temporary basis, the financial support that is provided to tenants through the DHP.	Not agreed	DHP is only intended as short term help for tenants suffering hardship as a result of exceptional circumstances. Only a small number of councils so far have opted to provide additional funding from the HRA to supplement their government allocation. Current policy (as described in the responses to Recommendations 2	No further comment	Please see original comment

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		and 4 above) incorporates careful assessments where it is fair and cost effective to avoid evictions and homelessness by giving additional temporary support. Every effort is made to maintain a case by case approach and a long term plan for each tenant to avoid repetition (similar to the work of the coordinated Benefit Cap Hub approach in 2013/14).		
<u>RENT ARREARS POLICY</u>				
7. Given the growing level of rent arrears among tenants affected by the ‘bedroom tax’ across the sector, it is recommended that				

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<ul style="list-style-type: none"> <li>Homes for Haringey and other Registered Providers make a realistic projection of rent arrears for 13/14 and for 14/15 (financing, impact).</li> </ul>	Partly agreed	<p>The factors affecting rent arrears depend to a certain extent on external factors. Thus in 2013/14 HFH rent arrears were significantly reduced by large credits to accounts resulting from “loophole cases” (resulting from defects in primary legislation). In 2014/15 HFH will be able to make an analysis based on the average level of arrears for each tenant, and trend in reducing number of cases.</p>	<p>Although the number of arrears cases in relation to the bedroom tax has fallen by 12.1%, the overall arrears for such cases has risen by 1.77%. The level of arrears in such cases can be expected to rise somewhat in view of the government reduction in DHP funding.</p> <p>However the overall rate of collection has improved significantly resulting in a reduction in total arrears: at the start of 2013 it was £5,543,325.85 and as at the 3 March 2015 it was £4,085,221.79</p>	<p>Of the secure tenants affected by the bedroom tax 684 have arrears of £544,211.67 (as at 10/02/2016). This is an increase of 77% in their arrears since April 2013.</p> <p>However the total arrears of all secure tenants has continued to fall significantly: from £4,286,426.17 (on 10/02/2015) to £3,302,037.64 (on 9/02/2016).</p>
<ul style="list-style-type: none"> <li>Rent arrears policies are reviewed to ensure:</li> </ul>				
<ul style="list-style-type: none"> <li>○ Implications for court order and evictions are full assessed;</li> </ul>	Agreed	HFH accepts the need to keep its arrears procedures under review. It is very	HFH has recently appointed income recovery visiting officers who visit tenants in arrears, where personal	Homes for Haringey’s visiting officers are actively undertaking personal contacts with hard to reach

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		mindful of the need to identify under occupying tenants likely to be subject to legal processes with a view to early intervention before court hearings to offer support by the Financial Inclusion Team and by referring them to the CAB and Moneywise project. This helps tenants manage their finances better and avoid accumulating large arrears.	contact has not been established after the service of a Notice. They carry out visits after the breach of a court order for arrears but before applying for a warrant for eviction. This ensures that full consideration is given to the tenant’s circumstances.	and vulnerable tenants, carrying out visits where appropriate.  Visits are undertaken prior to taking any legal action to capture any vulnerability issues or offer support or make referrals to the appropriate agencies.
<ul style="list-style-type: none"> <li>○ That policies and practices are not a barrier to further action by the tenant (e.g. swaps, exchange and transfer).</li> </ul>	Noted	HFH works with the Council’s Under-Occupation Officer to offer the existing financial incentives to tenants for moving to smaller properties to reduce their arrears to bring them in line with the agreement as laid down in the Allocations	In relation to under occupation HFH is in the process of updating its procedures for mutual exchanges taking into account the 2015 Allocations policy. In addition, proposed mutual exchanges where one of the tenants may be barred from doing so by arrears are being referred to the	Work ongoing

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		<p>policy.</p> <p>The Council's Allocation Policy presently allows transfers or mutual exchanges if tenants have maintained a repayment agreement for one year. A cost benefit analysis of the financial implications of varying this policy will be necessary before putting forward any proposals for changes.</p>	<p>Financial Inclusion Team to ensure that all options for financial assistance are carefully considered.</p>	
PARTNERSHIPS				
<p>8. That Revenues Benefits and Customer Services develop a more systematic and coordinated process through which data on those tenants affected by the 'bedroom tax' is communicated with local housing providers</p>	<p>Noted</p>	<p>The Housing Investment &amp; Sites Team (within the Regeneration, Planning and Development Service) has recently introduced a revised Partnership Agreement between the Council and all registered providers in the</p>	<p>As previously noted</p>	<p>The level of communication between the Revenue &amp; Benefits Service and Homes for Haringey (Income Collection) is now very good</p> <p>Furthermore the Revenues and Benefits Service provides, as and when requested, copies of</p>

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(particularly as tenants move in and out of ‘bedroom tax’ deductions).		<p>borough. The Partnership Agreement addresses this matter. It sets out, among other key requirements, the need for registered providers to “<i>adapt their income collection procedures and have proactive measures in place to mitigate the impact of Universal Credit and other benefit reforms</i>”.</p> <p>The Partnership Agreement calls on registered providers and the Council to share information to facilitate this aim. The Housing Investment and Sites Team monitor the agreement but there is an expectation that each service unit will carry out the activities within its</p>		Northgate report CLM437, detailing cases currently affected by the Bedroom Tax.

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		own remit and not rely on the Housing Investment and Sites Team to manage this relationship. The partnership agreement can be made available to all relevant parties within the Council and contains senior contacts for every registered provider, including their chief executive and senior leadership team.		
<b>9.</b> The Council should work with Homes for Haringey and other Registered Providers to identify partnership opportunities in the provision of information, advice, support or services to those tenants affected by the ‘bedroom tax’ and other welfare reforms (e.g. budgeting	Noted	The response is as above for Recommendation 8. The Housing Investment and Sites Team can facilitate partnership working through regular monitoring of the Partnership Agreement where appropriate.		Good liaison systems are being developed between the Council and Homes for Haringey for the provision of information to tenants and the sharing of benefits data, and so on

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skills, welfare rights advice, employment & training). This will ensure a more consistent, efficient and coordinated approach to the housing and welfare needs of residents across the borough.				
<u>FINANCIAL ADVICE AND SUPPORT</u>				
<p><b>10.</b> To improve the level of budgeting information, advice and support available to tenants affected by the ‘bedroom tax’ and other welfare reforms that the Council with Homes for Haringey and other Registered Providers:</p>				
<ul style="list-style-type: none"> <li>Promote further awareness of the role of local (e.g. Moneywise at</li> </ul>	Noted	As a general rule effective arrangements are in place. HFH already works closely in partnership with the	HFH and Moneywise provide budgeting advice workshops for young people leaving care and moving into new tenancies. All new tenants	Although partner <i>MoneyWise Haringey</i> still provides some money management workshops it now concentrates on one to one

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Haringey CAB) and national (e.g. Shelter, Crisis) advice services;		CAB (where it funds 2 workers) and Moneywise and makes appointments for tenants with them where appropriate. It publicises services such as the CAB and national money advice services through the provision of money factsheets for tenants which are available on its website and which also provides links to national debt advice services.	are offered the opportunity of attending money advice and budgeting workshops.	advice sessions in response to feedback from tenants. General letters are sent out inviting tenants who may benefit to make appointments
<ul style="list-style-type: none"> <li>Work with the Haringey &amp; Islington Credit Union to develop awareness of this service and where possible, extend the accessibility and range of budgeting services available to local tenants (e.g. jam jar accounts).</li> </ul>	Partly agreed	HFH advertises the services of the Haringey and Islington Credit Union (CU) in its leaflets. However this CU does not offer a “jam jar” account at present. Their budgeting account has a charge of £10 to the account holder and the matter is under	HfH continues to advertise the services of the Haringey and Islington Credit Union but no agreement has yet been reached on the provision of a budgeting account.	The Credit Union is promoted mainly for and low interest loans – a number of presentations are planned for the Credit Union to make at events organised by HfH. At present tenants are deterred from setting up a current account because it incurs a monthly charge.

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		discussion. HFH will continue to develop a continuing relationship with this CU.		A leaflet (Financial Inclusion) is provided to tenants about the requirements for setting up a bank account.
<ul style="list-style-type: none"> <li>Explore the possibility of joint training to help improve budgeting and money management skills;</li> </ul>	Partly agreed	<p>HFH's Project 2020 works with young people in Tottenham to support them develop life skills including financial management. HFH Financial Inclusion Team provide workshops with Moneywise for young people leaving care and moving into a Council flat; and with MIND for tenants with mental health problems. HFH Financial Inclusion and Resident Involvement teams are exploring the possibility of working with the Quaker Social Action project (Future Proof) – an initiative funded by</p>	The practicalities of establishing tenants' champions is still under consideration with a view to this policy playing a part in promoting digital inclusion.	<p>Homes for Haringey's Community Development Team (Operations) has established a programme of support in respect of employment and training. Its Employment and Training team offers free information, advice and guidance to tenants to help them back into employment, training or further education.</p> <p>It holds weekly sessions at various locations in the borough (full details on website). It also offers individual advice sessions by appointment. Since April 2015 over 144 residents have been provided with guidance and individual action plans. 33 residents obtained jobs</p>

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		<p>the Council – to develop tenant champions in preparation for Universal Credit and with other providers on welfare reform issues. HFH Financial inclusion Team will explore opportunities for working with other registered housing providers to provide joint training on budgeting and money management skills.</p>		<p>and 17 went into training and apprenticeships.</p> <p>Youth engagement – over 120 young people have participated in various weekly and holiday programmes.</p> <p>The Project 2020 – Youth Engagement and Outreach offers one to one advice sessions and holds a youth club three times a week at Kenneth Robbins House. This provides an IT classroom and equipment as well as leisure facilities.</p> <p>The proposed scheme for tenants' champions has developed into one for Digital Champions. These are residents, trained volunteers who help tenants and leaseholders to use computers and go online. Ten volunteers have been</p>

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				recruited so far and provided with tablets. They are at present concentrating their efforts on helping residents in sheltered housing
<ul style="list-style-type: none"> <li>Promote further awareness of other financial assistance schemes (energy/utility e.g. British Gas Energy Trust, EDF Energy Trust and Thames Water Trust Fund);</li> </ul>	Noted	<p>HfH promotes the Council's Haringey Big Switch (run by Living Under one Sun) to combat high gas and electricity bills. It will continue to publicise these schemes. Through its Financial Inclusion Team it also makes applications to local charities on behalf of tenants in need. This team attends training with the charity Turn2us to acquire more information on different sources of financial assistance.</p>	<p>With regard to the Council's Haringey Big Switch to combat high gas and electricity bills this option is promoted at Financial Inclusion and Tenancy management events and to individual tenants in appropriate cases.</p> <p>Assistance is being provided to tenants in hardship to apply to Tottenham charities and to trusts attached to major utilities. Also tenants are referred to 'Restore', a recycling furniture project and to food banks.</p>	<p>HfH's Financial Inclusion Team continues to promote the financial assistance schemes. It has been undertaking a lot of work helping tenants to apply for the WaterSure Plus scheme run by Thames Water Authority. This provides substantial reductions in the bills for water rates of qualifying customers on low incomes. Over 1000 tenants have been assisted so far, providing them with a 50% reduction in their water rates.</p> <p>It is planned to set up a special page on HfH's website which will provide a comprehensive summary of</p>

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				all financial assistance schemes with appropriate links to other websites. This will also be available on the new Mobile App, <i>My Haringey</i>
<ul style="list-style-type: none"> <li>Consider jointly producing a short guide/ booklet/ webpage detailing the above for Haringey residents.</li> </ul>	Noted	The dissemination of this kind of information to residents takes place through a number of different channels, including leaflets, letters and WebPages from various organisations. The effectiveness of communicating to residents on this and other subjects is under continual review.	As previously noted	As previously noted
<u>'BEDROOM TAX' LOOPHOLE</u>				
11. It is recommended Revenues Benefits & Customer Services assess and notify tenants	Noted	Revenues Benefits & Customer Services has already completed the work of adjusting	As previously noted	As previously noted

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affected by the ‘bedroom tax’ loophole as soon as practicable, ensuring that the implications of any Housing Benefit adjustments together with any reclaim of any DHP awards, is clearly communicated to tenants to allow them to plan and manage their finances.		tenants’ benefits and advising them accordingly. The “bedroom loophole” arose from the defect in the government’s legislation.		
<u>FRONT LINE SERVICES (HOUSING BENEFIT AND HOUSING OFFICERS)</u>				
12. It is recommended that front line staff in both housing services (Homes for Haringey) and Revenues (Housing Benefit & DHP) receive a refresher on the welfare reform issues and the impact that this may be having upon local residents, particularly in	Partly agreed			Please see next comment below

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respect of:				
<ul style="list-style-type: none"> <li>Improve knowledge and understanding of welfare reform issues and how this may affect residents;</li> </ul>	Partly agreed	HFH Financial inclusion team will commence work on an updated training programme covering welfare reform issues, suitable for all staff. The programme will be developed as the government clarifies how the welfare changes are to be implemented and it will include how these impact on residents, and the options for moving to smaller properties.	Work is being planned for a programme to be developed in 2015/16 to update staff on welfare reform issues and to prepare for the introduction of universal credit.	Plans are being drawn up by the Financial Inclusion Team for training for all front line staff on updates to welfare reform programme, especially in relation to the commencement of the phasing in of Universal Credit which is scheduled to start on the 14 March this year for new claimants
<ul style="list-style-type: none"> <li>Awareness of other support services and agencies with appropriate signposting;</li> </ul>	Agreed	HFH training programme will include signposting to other support and advice agencies	Please see above	Please see above
<ul style="list-style-type: none"> <li>Sensitivity of client issues;</li> </ul>	Partly agreed	Current procedures and practice include the importance of sensitivity to tenants in financial hardship and	The policy of sensitivity to tenants in financial hardship has been enhanced by the procedures followed by the income recovery visiting	A policy of sensitivity to tenants in financial hardship is applied in all such cases. Food vouchers have been issued to tenants where

**Appendix** - Progress since September 2014 in respect of the Overview & Scrutiny Committee's report on the Under Occupation of Social Housing and Housing Benefit Entitlement ('Bedroom Tax')

SCRUTINY COMMITTEE RECOMMENDATION 10/04/2014	SERVICE RESPONSE 16/09/2014	COMMENTARY / ACTION / RESPONSIBILITY – SERVICE RESPONSES (CABINET REPORT 16/09/2014)	UPDATE - PROGRESS – 06/03/2015	UPDATE - PROGRESS – Feb 2016
		encouraging them to explore downsizing options and improve their budgeting and finance management skills. Most staff are very aware of the importance of sensitivity and renewed guidance is issued where appropriate.	officers who help to ensure that those in financial hardship are fully considered and offered appropriate support.	appropriate, approximately 26 cases to date
<ul style="list-style-type: none"> <li>• Accessibility of services (telephone access).</li> </ul>	Partly agreed	This matter is the subject of ongoing review as the options for access to services on line and by telephone is promoted, particularly as part of the Customer Transformation programme.	As previously noted	As previously noted
<u>REFERRAL TO RELATED SUPPORT PROGRAMMES (EMPLOYMENT &amp; TRAINING)</u>				
13. That there is a	Noted	HFH Financial Inclusion	HfH will be working with the	Although the phasing in of the

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<b>SCRUTINY COMMITTEE RECOMMENDATION</b> <b>10/04/2014</b>	<b>SERVICE RESPONSE</b> <b>16/09/2014</b>	<b>COMMENTARY / ACTION / RESPONSIBILITY –</b> <b>SERVICE RESPONSES</b> <b>(CABINET REPORT</b> <b>16/09/2014)</b>	<b>UPDATE - PROGRESS –</b> <b>06/03/2015</b>	<b>UPDATE - PROGRESS – Feb</b> <b>2016</b>
<p>more coordinated process through which employment training, advice and support is provided to those tenants affected by the 'bedroom tax' and other welfare reform. In particular:</p>		<p>Team runs events from time to time to publicise employment and training options, often in conjunction with the Council. Individual invitations for these events are sent to the tenants affected by the welfare reforms.</p>	<p>Council's welfare reform team to refer tenants to the Council's partner providers of employment and training for the unemployed.</p>	<p>Universal Credit starts on the 14 March, the initial number of claimants is expected to be very low since only new claimants will be included. Financial Inclusion Team is planning three events to be held before the start date at three different locations across the borough in conjunction with partners such as Haringey Employment &amp; Support Team and Job Centre Plus. This will be as part of a more coordinated approach in future.</p> <p>All single claimants in work or out of work or who have claimed in the last 12 months will be invited. Each event will provide information on budgeting and money management, also advise on training and employment opportunities. A dedicated</p>

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				recovery work flow system has been introduced to monitor arrears and offer assistance as soon as a tenant falls into arrears.
<ul style="list-style-type: none"> <li>Best practice across housing providers should inform service development opportunities (e.g. Family Mosaic back to work schemes)</li> </ul>	Agreed	<p>HFH already has the 2020 project in youth development in Tottenham, which supports young people in applying for work and apprenticeships and preparing for interviews – full details on the website. HFH in common with other service providers is committed to sharing best practice and to learning from other projects.</p>	<p>The work on the 2020 project in youth development in Tottenham is ongoing</p>	<p>The 2020 project continues as part of the community development work (please see pages 26-27 above)</p>
<ul style="list-style-type: none"> <li>The possibility of sector-wide joint commissioning of</li> </ul>	Noted	<p>HFH already runs an apprenticeship scheme and links to its own</p>	As previously noted	As previously noted

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employment and training schemes explored.		contractor and suppliers. The cost effectiveness of a more coordinated wide scale approach will need to be evaluated as the rate of implementation of the welfare reforms becomes apparent.		
<u>CUSTOMER SERVICE TRANSFORMATION PROJECT</u>				
14. Given the problems that tenants have experienced in accessing information and advice about the 'bedroom tax', DHP and other welfare reforms, the Committee would like further clarity from the Council as to the level of advice and support available to vulnerable adults or those less IT literate in the move towards greater digital service provision	Noted	The Council and HFH are continually re-evaluating the effectiveness of their channels of communication and the information they provide. Currently the HFH call centre refers tenants to a Tenancy Management Officer or the Financial Inclusion Team depending on the type of information and advice they require.	HFH has conducted a survey of tenants to improve its records of those who may be excluded as a result of the Government's move to digital applications for benefits and to provide a basis for considering how to meet their needs.	The survey information has been recorded on the database system. It is used to inform recovery procedures and help identify cases where personal contact / visits are necessary.

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(channel shift).				
<b>CORE STRATEGY – FUTURE UNIT SIZE</b>				
<p>15. In recognition of the impact of the 'bedroom tax' on local housing needs (e.g. increase demand for smaller properties and increased availability of larger properties) it is recommended that the Council undertake further modelling to fully assess the impact of this and other welfare reforms, and ensure that this is reflected in plans for future housing and development.</p>	Agreed	<p>The Council commissioned a new Strategic Housing Market Assessment which is currently in draft form and will be used to inform future housing needs. The need for new affordable housing, and in particular the bedroom size requirements, will take into consideration the potential impact of the bedroom tax. However, building additional smaller homes is only part of the answer, as new larger homes can be used to alleviate overcrowding within the existing social housing stock and therefore release</p>		<p>Consultation on 'Haringey's Housing Strategy 2015-2020' ended on the 18 October 2015. The final report is scheduled for approval by Cabinet and publication in March this year. The report clearly recognises the importance of meeting local housing requirements.</p>

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		additional smaller units to enable tenants to downsize. As a result, a comprehensive approach will be adopted to ensure that new and existing stock are used in the most effective way to meet housing need, including that which is brought about as a direct result of the bedroom tax.		
VULNERABLE ADULTS				
<p><b>16.</b> A significant number of those affected by the 'bedroom tax' were identified as having multiple and complex health and social care needs (e.g. chronic long term conditions, mental health needs). It is recommended that all housing providers:</p>				
<ul style="list-style-type: none"> <li>Undertake additional</li> </ul>	Partly	HFH has had a	Tenancy Management is	

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work to further identify such tenants;	agreed	programme of visiting all tenants over a 5 year period and identified residents with different disabilities, and recorded the ages of occupants. There are now checks twice a year on those already identified as elderly or vulnerable, and there is an ongoing programme of checks on a number of different categories of tenants. New tenants signed up by HFH's New Tenant Liaison Officers identify the new tenants with particular needs. HFH is developing triggers to enable a better risk assessment based programme of more frequent visits.	completing a programme of visiting all tenants who have not ordered a repair in the last two years. They are also introducing tablets and improving the recording of information about vulnerable tenants in 2015/16.	<ul style="list-style-type: none"> <li>• Tablets have been issued to all Tenancy Management Officers</li> <li>• Visits / checks are now being rolled out for all introductory tenants</li> <li>• Vulnerability checks process is being developed and is currently being process mapped.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that <i>additional</i> and <i>ongoing</i> support</li> </ul>	Noted	HFH Financial inclusion Team, and the Council's	In order to improve the financial and housing options	The Financial Inclusion Team (FIT) has developed better

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<p>is provided to assist them in accessing and navigating housing and welfare options available (e.g. access to budgeting advice, transfer and mutual exchange).</p>		<p>Under-Occupation Officer, with other staff, and Key Support and Family Mosaic, provide initial support to vulnerable and elderly tenants on how to access and navigate a range of financial and housing options. The provision of additional and ongoing support for vulnerable people will need to be addressed as part of coordinated strategy involving a wide range of organisations but for HFH this will need to be included in a bid for additional resources for 2015/16</p>	<p>for more vulnerable tenants in the financial year 2015/16 all tenants applying for a mutual exchange with rent arrears who might benefit from further advice are to be referred to the Financial Inclusion Team.</p>	<p>channels of communication with supporting people partners – Key Support and Family Mosaic – to provide more coordinated help and advice network.</p> <p>In addition FIT is carrying out a lot more home visits to house bound / vulnerable tenants assisting them with accessing services or welfare benefits, matters such as attendance allowances (older people), carer's allowances (disability) and applying for Water Sure Plus.</p>

**Report for:** Overview and Scrutiny Committee  
**Item number:** 10  
**Title:** Customer Services Transformation Programme.

**Report**

**Authorised by:** Tracie Evans, Chief Operating Officer

**Lead Officer:** Andrew Rostom, CST Programme Manager  
Ext. 8316  
[Andrew.Rostom@haringey.gov.uk](mailto:Andrew.Rostom@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Non key

1. **Describe the issue under consideration**  
The purpose of this report is to provide an overall summary of the Customer Services Transformation (CST) Programme
2. **Cabinet Member Introduction**  
Not applicable
3. **Recommendations**  
That the information provided within this report is noted.
4. **Reasons for decision**  
Not applicable
5. **Alternative options considered**  
Not applicable.
6. **Background information**

In 2013 the council decided to review the future direction for Haringey Customer Services. As a result the Customer Services Transformation (CST) Programme was initiated as a 3 to 5 year programme to improve operational efficiency across key customer facing council functions.

A decision was taken to deliver the CST programme with support from a Strategic Partner. Following a procurement process (which used the MCAS Framework reference RM662: Lot 3), Agilisys were awarded the contract for provision of Strategic Partner consultancy services to support the Council in delivering the CST programme.

### **6.1. Key deliverables from the original CST Programme (2013 – 2014)**

A single transformational change programme was initiated containing 4 key projects which collectively delivered the following:

- A new Vision for Customer Services, supported by a Channel Strategy, new operating model and outline business case.
- The new operating model was implemented within 12 service areas, leading to the transfer and consolidation of contact activity (previously undertaken by these services), into Customer Services. Customer contact activity was transferred from the following service areas (as per the Councils organisational structure at that time)
  - > Council Tax
  - > Traffic Management
  - > Adults (Integrated Access)
  - > Libraries
  - > Single frontline services
  - > Planning & Building Control
  - > Benefits
  - > Complaints
  - > Schools Admissions
  - > Homes for Haringey / Community Housing
  - > Regulatory services
  - > Registrars
- A detailed requirements specification was developed to support an OJEU tendering process for a new online customer portal.
- A series of operational improvements were identified and developed within the Contact centre.

## **6.2. Changes since the CST Programme commenced**

Since the CST programme was originally established, there have been some key strategic and organisational changes within the Council. These changes collectively have meant that the level / scope of transformation required has changed somewhat from the original scope previously envisaged. A summary explaining some of these changes is set out below:

- Introduction of the Corporate plan and inclusion of 'Customer Focus' as a cross cutting enabler.
- Appointment of a new Assistant Director for Customer Services with responsibility for both Customer Services and Libraries.
- Development of a new integrated face to face service offer for Customer Services and Libraries.
- Two separate assurance reviews of the CST programme (carried out by Local Partners and CDU respectively).
- Recommendation to bring all transformational activity within Customer Services into one single change programme, to be led by a single senior responsible officer (confirmed as the AD for Customer Services).
- Developing an organisational structure for Customer Services and Libraries that fits within the affordability envelope available as per the Councils MTFS.

### **6.3. Key deliverables (2015 – present)**

As a result of the points set out in section 6.2 above, work is being led by the AD of Customer Services and Libraries to bring all aspects of current and future transformational activity within Customer Services and Libraries into one single programme of work. The summary below outlines key deliverables achieved during this phase of transition:

- Completed full OJEU procurement of a customer portal system (e.g. My Account)
- Initiated the CST Digital project to implement My Account within 3 phases. Phase 1 [Council Tax & Benefits] was successfully launched in Feb 2016.
- Supported delivery of a new look and feel to the Council website (as part of the council rebranding exercise), and delivered some informational improvements to Council Tax and Benefits web content (to support Phase 1).
- Developed an improvement plan / blueprint for the Contact centre and introduced a new Call recording system.
- Customer Services standards developed and rolled out to all Customer Services and Libraries staff and managers.
- Held a series of separate panels with a focus group of residents to review key contact channels for Customer Services (e.g. telephone, web / digital, face to face).
- Completed the Libraries review and designed a new integrated face to face service offer for Customer Services and Libraries.
- Secured capital investment for Marcus Garvey Library and Wood Green Library re-development / improvements.
- Completed feasibility study for improvements to the wider Library network

### **6.4. Key deliverables planned for 2016**

The following provides a short summary of remaining deliverables planned for 2016:

- Deliver Phase 2 My Account (Traffic Management, Libraries, Complaints, Environmental reporting and Pest Control), [Jun 2016].
- Deliver Phase 3 My Account (Housing, Registrars and Planning), [Oct 2016].
- Introduce Automated Switchboard system in Contact Centre [Aug 2016].
- Open refurbished Contact Centre at Alex House [Apr 2016].
- Launch new Marcus Garvey Centre – Library and Customer Services [May 2016].
- Launch new Wood Green Centre – Library and Customer Services [Jul 2016].
- Restructure of Customer Services and Libraries completed [Aug 2016].
- Commence phased refurbishment / IT improvements to wider library network [Oct 2016]

### **6.5. Benefits**

There are a range of benefits being delivered by the CST programme, with some of these being enablers for the delivery of financial savings. These include:

- Improved accessibility and resolution of enquiries at 1<sup>st</sup> point of contact
- Greater take up and use of digital channels, which will enable Customer Services and Libraries to achieve up to £1.6m savings as part of the MTFS.
- Improved customer experience in contacting the Council
- Improved performance of customer contact channels
- Staff are happier in working for Customer Services
- Better utilisation of Haringey's Library assets

Financial benefits from the CST programme are shown in the table below:

	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
CS savings - one off (without risk)	525	1009	97	0	1631
CS savings – on going (without risk)	525	1534	1631	1631	5321

Financial benefits will be delivered through a combination of:

- Channel shift e.g. more transactions and information requests being completed online in the future, leading to a reduction in the overall volumes of telephony and face to face enquiries received for these contacts.
- Improved contact handling through economies of scale (e.g. staff cross-skilling).
- Aligning the savings enabled through staff cross-skilling with the process of releasing staff through voluntary redundancy in Customer Services & Libraries.

There are some inherent risks associated with delivering the financial benefits (e.g. achieving the anticipated level of channel shift take up for all services within the time frames required). As such the financial benefits above have also been modelled in the outline business case with risk applied.

## **6.6. Budgets**

### **CST Programme**

An outline business case was developed for the CST programme in October 2013 and this was reviewed by Cabinet in November 2013. This presented the case for investment and funding was subsequently secured against this in order to support budget requirements.

Table 1 below shows the CST programme budget. The programme is currently projected to deliver within its planned budget.

<b><u>Table 1</u></b>	2013/14 £000's	2014/15 £000's	2015/16 £000's	2016/17 £000's	Total

Capital	303	921	2219	940	4383
Revenue	130	368	271	196	965
Total	433	1289	2490	1136	5348

### Libraries and Face to Face Customer services

A report was submitted to Cabinet in March 2015 which provided members with the findings from a review of Haringey's library service. The report made a recommendation to invest significantly in the Council's Libraries to resolve some of the issues highlighted by the review, and made the case for an initial investment in Marcus Garvey and Wood Green libraries in order to deliver some significant improvements to these two spaces.

Table 2 below shows the budget approved for the Libraries and Face to Face improvement programme. The programme is projected to deliver within its planned budget.

<b>Table 2</b>	<b>2013/14 £000's</b>	<b>2014/15 £000's</b>	<b>2015/16 £000's</b>	<b>2016/17 £000's</b>	<b>Total</b>
Face to Face / Libraries programme	n/a	187	5076	737	6000

#### **7. Contribution to strategic outcomes**

The CST programme fully supports one of the key cross cutting themes within the Corporate plan of '*Customer Focus*' and placing our customers needs at the centre of everything we do.

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

Not applicable

#### **9. Use of Appendices**

Not applicable.

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

Not applicable

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**Report for:** Overview and Scrutiny Committee

**Item number:** 11

**Title:** Treasury Partnership with Greater London Authority

**Report authorised by:** Tracie Evans, Chief Operating Officer (CFO)

**Lead Officer:** George Bruce, Head of Finance - Treasury & pensions  
[George.bruce@haringey.gov.uk](mailto:George.bruce@haringey.gov.uk) 02084893726

**Ward(s) affected:** N/A

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

## 1. Describe the issue under consideration

- 1.1 To outline the proposed treasury management partnership with the Greater London Authority (GLA) that will entail the GLA undertaking day to day investment of Council cash balances and providing advice and implementation of borrowing decisions, together with treasury reporting to Committees.

## 2. Cabinet Member Introduction

- 2.1 Not applicable.

## 3. Recommendations

- 3.1 To note that the Chief Operating Officer ("COO") has exercised her delegated authority to enter into a treasury management partnership agreement with the GLA.

## 4. Reasons for decision

- 4.1 The COO has concluded that there are limited resources devoted to treasury management within the Council giving rise to key person risk. This is an area of work which requires high levels of financial expertise in a specific area of finance and the skills are hard to find in a local government market where salaries are capped. Working in partnership with the GLA offers access to a highly resourced specialist team who currently deal with a portfolio which is significantly bigger than the Council's and will offer greater resilience and additional capability.

## 5. Alternative Options Considered

- 5.1 The alternatives are either retaining treasury management internally or consideration of other organisation willing to form a partnership. Externalisation to a private company is not considered to be appropriate at this time.
- 5.2 Responsibility for the Treasury function currently sits with the Head of Treasury and Pensions post requiring the post holder to have significant expertise in both disciplines. Due to the increasing complexity of both the Treasury and Pensions roles, it is the COO's opinion that these roles should be split into two separate roles in order that the functions can be properly performed. The market for Treasury professionals is regarded as difficult in the public sector where salaries are capped (when compared to the private sector) and most of the expertise in the public sector is held in the very large public sector organisations where their portfolio of treasury arrangements is significantly bigger than in a local authority.
- 5.3 The decision to recommend a partnership with the GLA has been made in consideration of the issues raised above and will offer greater resilience and improved capability in new areas of specialist financing required as a result of the Council's regeneration ambitions and new funding arrangements.
- 5.4 There are no other public sector partners able to provide the expertise required at a local level.

## **6. Background information**

### 6.1 Treasury Management is concerned with:

“The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

### 6.2 In practical terms the Treasury team are involved with:

- The strategic investment of the Council's cash to maximise income and reduce risk.
- The drafting and implementation of the Treasury Management Strategy Statement (TMSS) and practice statements and also reporting of activities to Committees and Senior Managers.
- Day to day investing of cash balances.
- Planning new debt and management of existing borrowing.
- Oversight of banking relationships
- Cash flow forecasting

- 6.3 In discussing a partnership with the GLA the first four activities listed above are under discussion. Management of banking arrangements and cashflow forecasting will remain with the Council's Banking & Income team.

What does working in partnership entail?

- 6.4 The proposed partnership with the GLA will have four elements as discussed above. The first is that the GLA will prepare the TMSS in consultation with the Chief Finance Officer and present to Haringey's Committees for approval. Ownership of the TMSS rests with the Council and Corporate Committee with oversight through the Overview & Scrutiny Committee. Associated with the TMSS, GLA will also maintain Haringey's treasury management practice statements that explain the procedures in place to manage treasury risk.
- 6.5 Day-today investing of cash balances will be undertaken through a pooled fund (syndicate) used by all the GLA's clients. The syndicate has an agreed investment policy that identifies suitable counterparties and maximum monetary and maturity exposures. The syndicate's investment policy for 2016-17 is being prepared and will be presented for review by Corporate Committee. Haringey's TMSS may need to be revised as a result so that it is consistent with the pooled syndicate and to facilitate investing through the syndicate.
- 6.6 The GLA will manage interest and capital repayments on existing debt. They will also propose new borrowing plans. All new debt, except short term (three month) borrowing for liquidity purposes, will require CFO sign off (as present) and be consistent with the TMSS. This means that the Council remains in control of any significant financial transactions.
- 6.7 Currently, the GLA has four external clients – London Fire & Emergency Planning Authority, London Legacy Development Corporation, Mayor's Office for Policing and Crime and London Pensions Fund Authority. A further London Borough is in discussion with GLA at present concerning a similar arrangement as Haringey. The total value of the investments being managed by the GLA is currently in excess of £2bn.

What are the benefits of a partnership with the GLA

- 6.8 The benefits of a partnership with the GLA are:
- a) Significantly more resources devoted to treasury activity. The GLA has a team of six undertaking treasury work. This compares to a team of three at Haringey who share their time between treasury and pensions activities.
  - b) The GLA's pooled investment fund has in excess of £2 billion to be managed. The larger and more stable cash balances with the

syndicate enables the fund to utilise a greater range of counterparties and invest over longer maturities (weighted average maturity kept below three months). The average return earned in 2015-16 of 0.65% exceeds Haringey's return of 0.46%.

- c) The GLA Treasury has to date raised debt in excess of £4bn to fund large London infrastructure projects. As a result, it has been at the forefront of raising debt through the efficient use of alternative sources of debt to that of the PWLB, which has included the European Investment Bank (EIB), private transactions with insurers and issuing bonds. These arrangements have saved the London taxpayer a Net Present Value (NPV) of £50-£90m in interest costs versus PWLB. This experience will be available to Haringey as we seek to fund regeneration projects.
- d) The GLA will not charge a fee, rather the costs of operating the GLA treasury function is apportioned, based on activity levels, between the GLA and their clients. It is estimated that Haringey's share of costs will be similar to current staffing and related expenditure by the Council.

#### Oversight of the relationship with GLA

6.9 The Council has appointed Arlingclose as treasury advisor on a three year contract until March 2018 as part of the normal treasury management activity. They will be retained in this role to mitigate any third party risks and to review the annual TMSS, review the mid year and year end out-turn reports and to provide support, including training, to the Members and the COO as required.

6.10 The proposed arrangement has been discussed with Internal Audit ("IA"), who will be visiting the GLA to review the arrangements before the partnership documents are signed. Any resulting recommendations will be addressed in the partnership agreement.

#### Approval Process

6.11 The authority to approve the partnership with the GLA rests with the Chief Operating Officer ("COO") in accordance with contract procedure rules (Constitution Part 4, Section J, para 9.06 - contracts less than £500,000 in value).

#### Issues to be resolved

6.12 There are a small number of issues to be addressed before the partnership can proceed. These are:

- Agreement to the syndicate's investment strategy for 2016 through the Overview & Scrutiny and Corporate Committees.
- Obtaining Internal Audit satisfaction to the controls in place between the GLA and Haringey and that associated risks are being managed.
- Haringey Legal team clearing the agreement between GLA and Haringey and with the other participants in the syndicate.
- Documentation of a service level agreement setting out the day-to-day working procedures.

## **7. Contributions to Strategic Outcomes**

7.1 N/A

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

### Finance and Procurement

8.1 The partnership with the GLA offers the opportunity to utilise greater resources in developing and implementing treasury policy. The GLA have a strong and highly experienced team. Based on recent returns, pooling investments are expected to generate additional returns while the GLA's experience of debt raising should help to optimise the cost of new borrowing.

8.2 It will be important to retain sufficient knowledge to be able to challenge and monitor the GLA. Retaining the services of a treasury advisor for the next two years will provide independent oversight and Internal Audit will review the controls with the GLA treasury function.

8.3 The cost of the arrangement is comparable with current arrangements.

### Legal

8.4 The Assistant Director of Corporate Governance notes the contents of the report and confirms there are no legal implications at this stage.

### Equalities

8.5 There are no equalities issues arising from this report.

## **9. Use of Appendices**

9.1 N/A

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

10.1 Not applicable.

**Report for:** Housing & Regeneration Scrutiny Panel

**Item number:** 10

**Title:** Community Infrastructure Levy – Governance Arrangements

**Report authorised by:** Cllr Eugene Akwasi-Ayisi, Chair of Housing & regeneration Scrutiny Panel

**Lead Officer:** Martin Bradford, Policy Officer Tel: 020 8489 6950, email [martin.bradford@haringey.gov.uk](mailto:martin.bradford@haringey.gov.uk)

**Ward(s) affected:** ALL

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

## 1. Describe the issue under consideration

- 1.1 Under the agreed terms of reference, scrutiny panels can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The panels may:
- Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
  - Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
  - Make reports and recommendations, on issues affecting the authority's area, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.
- 1.2 In this context, the Housing & Regeneration Scrutiny Panel (HRSP) conducted a review of the governance arrangements needed to support allocation of receipts from the Community Infrastructure Levy to local neighbourhoods (the neighbourhood CIL). The panel conducted this review through a 'scrutiny in a day' format at a session with local stakeholders in December 2015.
- 1.3 The final report, attached at **Appendix 1**, details the conclusions and recommendations of the HRSP.

## 2. Cabinet Member Introduction

N/A

## 3. Recommendations

- 3.1 That the Overview and Scrutiny Committee:

(a) Agree the Community Infrastructure Levy final report, attached at **Appendix 1**;  
and:

- (b) Agree the recommendations contained in the final report.

#### **4. Reasons for decision**

- 4.1 The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**).

#### **5. Alternative options considered**

- 5.1 The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**).

#### **6. Background information**

- 6.1 The Community Infrastructure Levy (CIL) is a charge applied to new local development to help fund local infrastructure needs. Receipts from the CIL differ from other local contributions for development (i.e. S106) in that these are not site-specific and can be used to support wider community infrastructure needs in that locality.

- 6.2 The CIL was introduced in Haringey in November 2014 and receipts have begun to accrue during 2015/16. Whilst there is guidance to support the disbursement of funds from the strategic element of CIL income (approximately 85% of receipts), guidance for the distribution of the neighbourhood element is much less defined. This report details the work of the panel in identifying those principles and practices which should support the administration of the neighbourhood CIL.

- 6.3 The panel agreed a number of component objectives to guide its work, these were to:
- Assess the national and local policy framework for the collection and allocation of CIL receipts;
  - Assess policy and practice at early CIL adopter London Boroughs to help identify good practice;
  - Identify key principles and practice that should underpin governance arrangements for distribution of neighbourhood element of the CIL, particularly in relation to how community infrastructure projects are identified, prioritised and authorised;
  - Assess what arrangements should be in place to further support the distribution of CIL receipts in areas where Neighbourhood Forums are present;
  - Assess how the allocation neighbourhood CIL receipts can maximise opportunities for improving local infrastructure through alignment with other funding programmes both internal and external to the Council.

- 6.4 In responding to these objectives the panel collated evidence from a wide range of informants at a scrutiny in a day event, who included:
- Local council officers (Planning, Finance)
  - The Planning Officers Society
  - Other local authorities
  - Local Neighbourhood Forums
  - A developer.

- 6.5 On the evidence received, the panel have made 13 recommendations which it hoped will contribute to the development of governance arrangements for the CIL.

**7. Contribution to strategic outcomes**

- 7.1 The work of the panel will contribute to Priory 4 of the Corporate Plan to promote sustainable housing, growth and employment.

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

**Finance and Procurement**

Before the recommendations within this report can be implemented they will need to be agreed by Council Cabinet. Cabinet will need to know the cost of implementing each recommendation before they can decide whether to agree them.

Given the ever-reducing funding available to the Council, wherever possible existing processes for consultation or engagement with members and other stakeholders should be used to avoid incurring additional cost.

Only projects on the Council Reg 123 list will be funded from CIL monies and as this list relates to infrastructure these projects will be capital expenditure in nature, therefore CIL projects normally form part of the wider Council Capital programme. Given the infrastructure needs within the Borough any projects proposed for CIL funding need to be examined in the light of other infrastructure needs that could utilise the available funding such as schools, health facilities and housing.

**Legal**

***To follow***

**Equality**

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

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

The report highlights the opportunity for the neighbourhood CIL to act as a means through which to engage and involve local communities. In this context, consultation arrangements needed to assess community priorities for local infrastructure should aim to include a wide range of local stakeholders and interest groups that reflect the local community.

**9. Use of Appendices**

These are detailed in the main report in Appendix 1.

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

## Appendix 1

# Scrutiny Project

## Governance arrangements for spending neighbourhood proportion of the Community Infrastructure Levy

**A project from the Housing & Regeneration Scrutiny Panel**

**2015/16**

<b>Panel Membership</b>	Cllr Eugene Akwasi-Ayisi (Chair)
	Cllr Gail Engert
	Cllr Tim Gallagher
	Cllr Eddie Griffiths
	Cllr Makuble Gunes
	Cllr Emine Ibrahim
	Cllr Martin Newton

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## Chairs Foreword

The Localism Act (2011) introduced a neighbourhood element to the Community Infrastructure Levy (CIL) which required that a 'meaningful proportion' to be passed on to local neighbourhoods as a reward for accepting development or to encourage further development in that area.

Haringey adopted a CIL in 2014 and monies have slowly begun to accrue through this charge placed on local development. It is estimated that annual income from the CIL could reach £2million in future years, of which 15% (£300k) will be required to be spent in local neighbourhoods on priorities identified by local communities.

This review by the Housing & Regeneration Scrutiny Panel has focused on what governance arrangements are needed to ensure that the neighbourhood CIL is spent to best effect on those infrastructure projects that matter most to the local community.

The panel has collected a wide range of evidence to help determine some key principles and practices that should inform the development of governance arrangements for the neighbourhood CIL.

I would like to thank members of the panel, and all those who assisted us in our work on this review.



**Cllr Eugene Akwasi-Ayisi**  
**Chair, Housing & Regeneration Scrutiny Panel**

## Recommendations

1. In light of significant increases in both land values and house price sales since the last viability assessment in 2013, and to ensure that CIL remains an effective and efficient process through which to resource local infrastructure, it is recommended that the **Haringey CIL Schedule** should be reviewed during 2016.
2. It is important that Councillors, community groups, Neighbourhood Forums, and other community stakeholders have a clear understanding of the prospective income derived from the CIL and how this is apportioned to local areas (as defined in recommendation 3). It is recommended that both accrued and (where possible) **projected income** from the CIL for each area is published annually to support community infrastructure planning and development.
3. To ensure a fair distribution and to minimise associated administrative costs, it is recommended that the neighbourhood proportion of CIL income is apportioned to an **amalgam of local wards** rather than individual wards. It is suggested that in total, no more than 6-7 local areas are used for this purpose.
4. Community priorities for spending the neighbourhood element of the CIL should be identified through a **borough wide consultation**<sup>1</sup>. This consultation should be multi-format and be sufficiently comprehensive so that analysis can determine priorities of individual areas (as defined in recommendations 3). Priorities for each area should be published and used to inform subsequent assessment and prioritisation of proposed projects for community infrastructure. (This should be repeated every 2-3 years).
5. Following community consultation to identify priorities, members, community groups, local residents, local businesses and other community stakeholders should be encouraged and supported to **nominate local infrastructure projects** for funding through the neighbourhood portion of the CIL. Such proposals should aim to outline how the proposed community infrastructure:
  - I. Match the local priorities (established in recommendation 4);
  - II. Supports further growth; or
  - III. Mitigates the impact of development in a local area.
6. To reduce associated costs, it is recommended that the consideration, authorisation and monitoring of community infrastructure projects funded through the neighbourhood portion of the CIL is undertaken through an **existing council body**. This body should:
  - Include representation from members and officers;
  - Should be open to public attendance (e.g. a meeting held in public);
  - Publish details of those proposals which have been approved.
7. It is likely that the projects proposals will exceed neighbourhood CIL funds available (particularly in the short term), it is therefore recommended that the Council **establish set of criteria** through which the body identified in recommendation 6 assesses and prioritises those projects to be authorised. It is recommended that the prioritisation criteria should include:
  - I. The degree to which proposals can be used to lever in additional investment (e.g. match funding, grants, or used to bid for funds for larger projects);

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<sup>1</sup> Excepting Neighbourhood Plan Areas, which will have their own consultation and involvement plans;

- II. Whether further investment in local infrastructure can be secured from the proposal to create a virtuous circle of investment and development.
  - III. That proposals should have no revenue implications to the Council;
  - IV. The level of member and community support for the proposal (all proposals should have as a minimum 2 members to support);
  - V. That the proposal should be of sufficient scale for local impact, that is, there should be a minimum threshold for projects of **£2,500** with no maximum;
  - VI. If the proposal can be demonstrated to compliment and support other discretionary funding projects – e.g. Ward budgets.
  - VII. Those projects which are agreed are completed within **18-24 months** of authorisation
  - VIII. The degree to which the project represents value for money.
8. Given the community leadership role of elected members, it is recommended that **local councillors** should be encouraged and supported to play an active role in the role in the operation of the neighbourhood CIL fund through:
- Ensuring local residents, community groups and other groups participate in borough-wide consultation to identify local infrastructure priorities;
  - Identifying and preparing proposals for local community infrastructure projects (either directly themselves or supporting other proposals from other stakeholders);
  - Engaging in dialogue with neighbouring CIL areas, or wards and Neighbourhood Forums to help identify shared community infrastructure priorities and projects to take forward;
  - Championing agreed community infrastructure projects in their CIL area.
9. In anticipation of continuing and accruing income to the neighbourhood CIL, it is recommended that the authorisation process ensures that there is a '**pipeline**' of approved community infrastructure projects so that there is continuity in the use of funds (e.g. in case of project delay/failure).
10. (i) Whilst CIL receipts cannot be directly released to **Neighbourhood Forums**, the panel recommends that processes for determining and prioritising the neighbourhood proportion of the CIL spend in these areas should be devolved to these bodies. It is recommended that the Council should continue to consult and liaise with NHF leads to ensure that that there is a satisfactory process through which:
- Local residents are engaged and involved in the identification of community infrastructure projects;
  - There is a mutually agreed procedure through which the delivery of community infrastructure projects are agreed, monitored and overseen;
  - There is appropriate dialogue with adjacent CIL areas (wards) to identify common community infrastructure priorities or projects.
- (ii) As Neighbourhood Plans are not defined by borough boundaries, the panel recommended that the Council should continue to liaise and consult with those boroughs where a Neighbourhood Plan overlaps to ensure where possible that there is a consistent and coordinated approach to the administration of the CIL.
11. The panel recognise that efficient, cost effective and timely 'build-out' of authorised community infrastructure projects is important to help build and maintain community trust and confidence in the CIL. In this context it is recommended that:
- The Council publish local CIL priorities and authorised projects proposals to help engage and involve a wide range of possible providers (voluntary and community

groups, resident groups and developers) to help secure timely and efficient completion of community infrastructure projects;

- Given their skills and expertise in delivering infrastructure, local developers should be encouraged to play a role in the delivery of community infrastructure projects (e.g. where appropriate, local developers could be invited to pay CIL receipts 'in-kind' by helping to build out identified community infrastructure projects, rather than cash payments).

12. To promote community participation and openness, it is recommended that a dedicated Neighbourhood CIL web page is provided on the Council web site that includes:

- An overview of the neighbourhood CIL, income and how decisions are made to authorise community infrastructure projects;
- Details of community consultations relating to CIL and how local people can be involved;
- Provide illustrative examples of community infrastructure projects and how members of the local community can make their own suggestions for community projects in their area;
- Details of those community projects which have been authorised for implementation;
- Links to local Neighbourhood Forums that may operate different consultation and involvement processes in deciding how community CIL may be spent.

13. To support effective development, it is recommended that an annual report is provided to Overview & Scrutiny Committee on the administration of the CIL neighbourhood fund. Scrutiny input should aim to provide strategic oversight of the CIL neighbourhood fund to:

- Ensure that consultation processes are adequate;
- Decision making processes are open and transparent;
- There is sufficient project monitoring and evaluation of those projects authorised.

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## 1. Introduction

- 1.1 The Community Infrastructure Levy (CIL) is a charge applied to new local development to help fund local infrastructure needs. Receipts from the CIL differ from other local contributions for development (i.e. S106) in that these are not site specific and can be used to support wider community infrastructure needs in that locality.
- 1.2 The CIL was introduced in Haringey in November 2014 and receipts have begun to accrue during 2015/16. Whilst there is guidance to support the disbursement of funds from the strategic element of CIL income (approximately 85% of receipts), guidance for the distribution of the neighbourhood element is much less defined.
- 1.3 Under the agreed terms of reference, scrutiny panels can assist the Council by conducting in depth analysis of local policy issues. In this context, it was agreed with Cabinet Members and senior officers that the Housing & Regeneration Scrutiny Panel (HRSP) could assist the Council through helping to identify what governance arrangements are needed to support the distribution of the neighbourhood element of the CIL.
- 1.4 This report details the work of the Housing & Regeneration Scrutiny Panel to help identify what governance arrangements are needed to support the distribution of funds from the neighbourhood proportion of the CIL. In particular, the report details the work of the panel to identify what processes the Council should adopt to support the selection, prioritisation and authorisation of community infrastructure projects funded through the neighbourhood proportion of this levy on local development.
- 1.5 Further to scoping of this review, the panel agreed to conduct this policy development exercise through as a 'scrutiny in a day' process. Here, local stakeholders and other interested parties were invited to contribute their views at single all-day evidence gathering session which was held in Haringey in December 2015. The following report provides a summary of the evidence received at this session together with the conclusions and recommendation reached the panel.

## 2. Aims, objectives and methods

- 2.1 In consultation with relevant Cabinet members and senior officers, the HRSP agreed that the overarching aim of this review would be to:
 

*'Identify those principles and practices that should underpin governance arrangements to support the distribution of neighbourhood proportion of CIL income.'*
- 2.2 Within the overarching aim, the panel agreed a number of component objectives which included to:
  - Assess the national and local policy framework for the collection and allocation of CIL receipts;
  - Assess policy and practice at early CIL adopter London Boroughs to help identify good practice;
  - Identify key principles and practice that should underpin governance arrangements for distribution of neighbourhood element of the CIL, particularly in relation to how community infrastructure projects are identified, prioritised and authorised;

- Assess what arrangements should be in place to further support the distribution of CIL receipts in areas where Neighbourhood Forums are present;
- Assess how the allocation neighbourhood CIL receipts can maximise opportunities for improving local infrastructure through alignment with other funding programmes both internal and external to the Council.

2.3 The panel agreed to conduct this policy development exercise through as a ‘scrutiny in a day’ process at which interested parties and stakeholders were invited to contribute at a single evidence gathering session. It was anticipated that this process would bring a number of advantages to scrutiny of this topic:

- Improved continuity to evidence gathering;
- Bring stakeholders together for focussed discussion of the issue;
- More effective use of scrutiny resources.

2.4 The outline of the scrutiny in a day session is summarised below:

<b>Session</b>	<b>Aim</b>	<b>Participants</b>
Local Policy and Practice	<ul style="list-style-type: none"> <li>• What is the Community Infrastructure Levy?</li> <li>• The CIL charging schedule in Haringey?</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director Planning</li> <li>• Head of Planning Policy</li> <li>• S106 Officer</li> </ul>
Governance arrangements for spending the CIL	<ul style="list-style-type: none"> <li>• Establishing the legal framework for spending the CIL</li> <li>• What can be learnt from early adopter boroughs?</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Officers Society</li> <li>• Head of Planning Policy</li> </ul>
Financial aspects of spending the CIL	<ul style="list-style-type: none"> <li>• Prospective income from the CIL</li> <li>• Financial planning for the CIL</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Finance</li> <li>• Head of Planning Policy</li> </ul>
Developer perspectives	<ul style="list-style-type: none"> <li>• What should be the spending priorities of the CIL?</li> <li>• Collaborative opportunities to meet local infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> </ul>
Governance for Neighbourhood Forum areas	<ul style="list-style-type: none"> <li>• How will arrangements differ in areas where there is a Neighbourhood Forum?</li> <li>• How are local residents consulted and involved?</li> </ul>	<ul style="list-style-type: none"> <li>• Crouch End Neighbourhood Forum</li> <li>• Highgate Neighbourhood Forum</li> <li>• Head of Planning Policy</li> </ul>

2.5 The HRSP hosted the day-long evidence gathering session 3<sup>rd</sup> December 2015. The following provides a summary of the written and verbal evidence presented on the day, including the conclusions and recommendations reached by the panel.

### 3. What is the CIL?

- 3.1 The CIL was introduced as part of the Planning Act (2008) as a replacement for S106 agreements to pool local development contributions to support the delivery of strategic/major infrastructure. Depending upon local priorities, the CIL may be used to support a wide range of local infrastructure including transport, schools, hospitals and other health and social care facilities.
- 3.2 The CIL is a local charge on new development at rates which are determined locally. In England, a CIL can be chargeable by district and metropolitan councils, London Boroughs, unitary authorities, national park authorities, Mayoral Development Corporations and the Mayor of London. Although charging authorities are empowered to provide a CIL, they are not *required* to do so.

#### *What new development is liable and what is exempt?*

- 3.3 The CIL is chargeable on all new development which creates an additional 100m<sup>2</sup> floor-space. There are however a number of exemptions to the CIL which include:
- Self-build homes;
  - Affordable homes;
  - Charitable development for charitable purposes;
  - Buildings in which people do not normally go (e.g. plant building);
  - Structures which are not buildings (e.g. pylons).
- 3.4 Local Authorities are entitled to apply CIL charges differently for different land uses having regard to the viability of the development and the need to ensure that development within an area can still come forward. The charges that apply are set out in the Local Authority CIL Charging Schedule. In relation to specific *planning consents*, the CIL is chargeable on all new qualifying development falling within the remit of the charging schedule. In addition the CIL is also chargeable to new development covered by a charging schedule when it is authorised by the Planning Inspector, Secretary of State, Local Development Areas and Neighbourhood Development Areas.
- 3.5 The CIL is also payable against the schedule for qualifying works that are permitted development and development which is subject to a Lawful Development Certificate (which is used to confirm permitted development rights).

#### *How is the CIL set and calculated?*

- 3.6 Details of an individual CIL are set out in a local charging schedule, which has been validated through a process of public consultation and independent examination. Rates are expressed as £ per m<sup>2</sup> and apply to gross internal floor space of the new development.
- 3.7 Charging authorities may set varying CIL rates within their charging authority area in relation to the following criteria:
- Specific geographical area in which development takes place;
  - Type (Use Class) of new development being proposed (e.g. for employment, retail, office);
  - Scale of new development.

- 3.8 Critically, charging authorities must evidence their CIL rate - through the identification of infrastructure required to support growth identified in Local Plans and must set a rate that does not threaten the ability to develop a site viably. In this context, the charging authority must balance the need to fund local infrastructure and the economic viability of development.

*Who is liable to pay the CIL?*

- 3.9 Landowners of the proposed development are ultimately liable to pay the CIL, though any party involved in the development of the land can take responsibility to pay (e.g. developers). Where no one has assumed responsibility, payment of the CIL will default to the landowner. Similarly, where another party has assumed responsibility for payment for the CIL but is in default, the landowner becomes liable for payment.

*How is the CIL collected and payment enforced?*

- 3.10 The full payment of the CIL is due on the date when development commences unless the charging authority offers an instalment scheme (details of the scheme must be published). Where planning permissions are staged, charges may also be payable over an extended period. In calculating individual charges, the charging authority may index the CIL to inflation.

- 3.11 Late CIL payments may incur a penalty charge, though if payment is persistently late the charging authority may issue a Community Infrastructure Levy Stop Notice, to prohibit the continuation of development until outstanding monies have been paid. To assist collection of outstanding payments, other enforcement options available to the charging authority include:

- An application to a local magistrate for a liability order to seize assets;
- A charging order placed on a relevant development where debts are in excess of £2,000.

- 3.12 In addition to payment in cash, developers or landowners also have the option to pay what is required for the CIL in the form of land or other infrastructure. These options are to be agreed with the charging authority.

*What are the expected advantages of the CIL?*

- 3.13 Proponents of the CIL suggest that there are a number of inherent advantages of this levy in comparison to Section 106 payments<sup>2</sup>:
- Transparency – details of local scheme and charging schedules have been consulted upon, subject to planning examination and published on charging authorities websites;
  - Simplicity – once a charging scheme is in place, it may be easier and simpler to operate than S106 negotiations which may reduce the administrative and legal burden of both the authority and the developer;
  - Certainty – developers will know what potential liabilities will be incurred when formulating development proposals (as compared to protracted negotiations associated with S106 payments);
  - Flexibility – for charging authorities to set their own priorities on what development income (planning gain);
  - Predictability – a more certain income stream can help to support more effective infrastructure planning.

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<sup>2</sup>The Community Infrastructure Levy – Summary, Department of Communities and Local Government, 2010

*What is the relationship between CIL and S106?*

- 3.14 Councils can still use S106 agreements to negotiate planning obligations; however the basic premise is that developers should not be ‘double-charged’ for local infrastructure needs. S106 planning obligations must be used to secure affordable housing. Contributions derived from the CIL are different to those from S106 in that these can be pooled and used to fund *general* infrastructure development programmes which should be clearly set out in a Regulation 123 List.<sup>3</sup> Income from S106 monies is individually negotiated with developers and can only be used to mitigate the impact of site specific development. The CIL Regulations indicate that no more than five S106 agreements may be pooled for a single piece of infrastructure (to reflect the initial encouragement given to LPA’s to introduce a CIL).

*How should the CIL be reported by the charging authority?*

- 3.15 There is a duty on CIL charging authorities to produce an annual report which should contain specified financial information. This report must contain:
- Total CIL receipts for the reported year;
  - Total CIL expenditure for the reported year;
  - Summary details of CIL expenditure (including amounts spent on each item, administrative expenses (5% threshold);
  - Any under-spend (from previous years) or carry-over of CIL receipts.
- 3.16 The report must be produced no later than 31<sup>st</sup> December each year of the previous financial year accounts (April –March) of the CIL. The report must be published on the charging authority’s website. Where the charging authority holds and spends the neighbourhood proportion on behalf of the community it should ensure that such reports are separate from its own accounts.

## 4. Spending the CIL

*Spending the strategic CIL*

- 4.1 Income received from the CIL can be used for a wide range of infrastructure needs. The focus of spending should be on the delivery of *new* infrastructure though receipts can be used to increase capacity of existing infrastructure or improve failing infrastructure if it’s necessary to support development (e.g. schools expansion).
- 4.2 In this context, CIL receipts can be used to support a wide range of infrastructure projects including:
- Transport facilities;
  - Flood defences;
  - Schools (including free schools and academies);
  - Health & social care facilities;
  - Parks play areas and other cultural and sporting facilities.

*Regulation 123 List*

- 4.3 The Local Plan (or Local Infrastructure Plan) should be instrumental in determining those strategic infrastructure projects which are funded through CIL receipts. These plans should set out the infrastructure needed within the locality and how CIL receipts (along with other sources capital investment funds) will contribute. For transparency

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<sup>3</sup> Regulation 123 is the requirement for a published list of infrastructure projects or types of infrastructure that the Charging Authority intends will be, or may be, wholly or partly funded by CIL, those infrastructure projects or types of infrastructure

(and to avoid any duplication with S106 funding agreements) the charging authority is required to publish which infrastructure projects are to be funded through the CIL, in what is called a in a Regulation 123 List.

*Can CIL receipts be passed on or pooled?*

- 4.4 Published guidance indicates that receipts from the CIL can be passed on to other bodies where these are used to deliver infrastructure that will benefit the area. One such example might be the Environment Agency where money can be used for flood defences.
- 4.5 CIL receipts can also be combined with other local infrastructure development or growth funds (e.g. Growing Places Fund) to support local development plans. CIL receipts can also be pooled *externally* with the CIL receipts of other charging authorities where these support the need to develop infrastructure across a wider area (e.g. regional or cross borough transport projects).

*Administration and other chargeable costs*

- 4.6 Charging authorities may deduct up to 5% of CIL receipts for administrative purposes (e.g. set up costs, examination, consultation and billing).
- 4.7 Although the CIL may provide some level of certainty of future income, charging authorities may not borrow against future projected income from the levy. The levy can however be used to pay for the costs of infrastructure already incurred, but cannot be used to pay for any interest on loans.

*The neighbourhood CIL*

- 4.8 From April 2013, charging authorities have also been required to pass on 15% of CIL receipts to those Parish or Town Councils where development has taken place (capped at £100 per council tax dwelling), and these bodies should agree with the local community how this money should be spent. Where a neighbourhood plan is in place however, local communities will benefit from 25% of CIL revenues which arise from development in that area.
- 4.9 Where there is no Parish or Town or Council in place (such as London) the charging authority should retain CIL receipts, though it must engage with the communities in which development has taken place to agree with them how best to spend those receipts. A summary of how the community or neighbourhood element is paid is set out below.

		Neighbourhood Plan in Place	
		Yes	No
Parish Council in	Yes	= 25% uncapped, <u>paid to Parish</u>	= 15% <u>capped</u> at £100 / dwelling, <u>paid to Parish</u>
	No	= 25% uncapped, local authority <u>consults</u> with community	= 15% <u>capped</u> at £100 / dwelling, local authority <u>consults</u> with community

- 4.10 The process for agreeing how the neighbourhood proportion of the CIL is spent is not tightly prescribed, and it would appear that there is greater flexibility as to how this spent. Guidance would suggest that the neighbourhood or community element can be spent on those projects including:
- 1) The provision, improvement, replacement, operation or maintenance of infrastructure, or
  - 2) Anything else that is concerned with addressing the demands that development places on that area (that is development generally, not a specific development).
- 4.11 Charging authorities should however set out their approach to how they will engage the community in determining how the neighbourhood element is to be spent. It is suggested that such consultation should where possible;
- Use existing consultation and engagement processes;
  - Include local neighbourhood groups, forums, councillors and businesses; and
  - Be proportionate to level of receipts and scale of proposed development.
- 4.12 In Haringey there are currently confirmed neighbourhood forums in Highgate and Crouch End. The Highgate Neighbourhood Forum area was confirmed by the Council in 2012 and the forum is currently in consultation with local stakeholders for the neighbourhood plan for this area. The Crouch End neighbourhood area was confirmed by the Council in December 2015 and will now begin work to formulate a neighbourhood plan for this area. Following adoption, the Council should acknowledge neighbourhood plans in local governance arrangements for CIL allocation.

*When is the neighbourhood or community portion paid?*

- 4.13 Charging authorities are free to decide the timing of neighbourhood funding payments themselves. In the absence of any local agreements however, the neighbourhood or community proportion of the CIL should be paid every 6 months at the end of April and October.

## 5. The CIL in Haringey

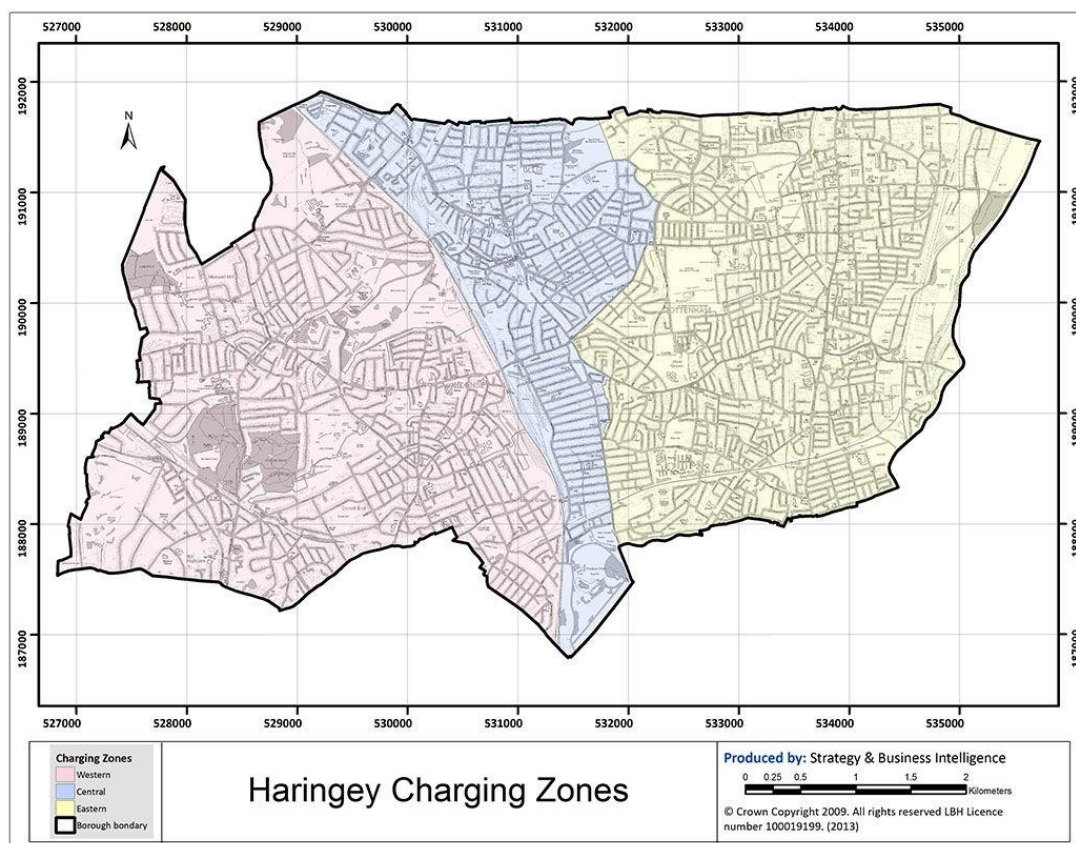
- 5.1 Haringey's CIL Charging Schedule was adopted by decision of Full Council on 21 July 2014 and was implemented on 1st November 2014.
- 5.2 The Haringey Charging Schedule had been previously submitted for public consultation from April to June 2013 and for examination by an independent inspector in October 2013. A half-day public hearing was also held in December 2013, and the Council received the Inspector's Report in February 2014. The Inspector's Report recommended, subject to two minor modifications, that the Charging Schedule was sound and could be adopted by the council. Details of the resultant charging schedule are listed below.

*Haringey CIL Schedule*

- 5.3 The CIL is charged at a £ per square<sup>2</sup> for proposed new development and rates are determined locally. Broadly speaking there are 3 rates in Haringey: £265 (western), £165 (central) and £15 (eastern). The full charging schedule, including for different use classes is as set out below.

<b>Haringey CIL Charge £ per m<sup>2</sup></b>				
<b>Use</b>	<b>Western</b>	<b>Central</b>	<b>Eastern</b>	<b>Mayoral</b>
Residential	£265	£165	£15	£35
Student Accommodation	£265	£165	£15	£35
Supermarkets		£95		£35
Retail warehousing		£25		£35
Office, industrial, warehousing, small scale retail (Class A1-5)		Nil rate		£35
Health, school and HE		Nil rate		Nil
All other uses		Nil rate		£35

5.4 A map of the three geographical zones (Western, Central and Eastern) and respective CIL rates are shown below in the diagram below.



5.5 The panel noted that when the CIL schedule for Haringey was set in 2013, a relatively low CIL rate (£15) was set in the east of the borough, to help and encourage and support development in this priority regeneration area. As a consequence however, the quantum of new development needed to generate meaningful CIL revenue in this area is substantial. In this context, the panel noted that the CIL was a relatively inefficient process for securing additional funding to support local infrastructure in this area.

5.6 Since 2013 however, evidence received by the panel would appear to suggest that the volume of new development coming forward has increased across the borough and

that there has been a significant increase in sales values in the east (particularly in the Tottenham Hale area). Evidence received by the panel noted that CIL rates generally have been set across the country at between 2-4% of sales values which had generally proved satisfactory to independent examination. On this basis, and in the understanding that the impact of CIL rates were marginal to development, it was suggested that there was considerable scope to increase the CIL rate in the east of the borough.

**Recommendation 1**

**In light of increases in both land values and house price sales since the last viability assessment in 2013, and to ensure that CIL remains an effective and efficient process through which to resource local infrastructure, it is recommended that the Haringey CIL Schedule should be reviewed during 2016.**

*Regulation 123 List*

- 5.7 Strategic CIL revenue will be spent on infrastructure needed to support development in Haringey. This development need is assessed as part of the Local Plan making process of which an Infrastructure Delivery Plan is included as part of the Local Plan (currently being updated). In March 2013, an update of the infrastructure needs suggested that there is a funding gap of £230m which CIL receipts could contribute. This figure has grown since that time as the level of growth proposed within the Local Plan has increased.
- 5.8 The current Regulation 123 list for Haringey, which determines how the strategic element of the CIL is spent, is as set out below:

<b>2014/15 – 2018/19 - Regulation 123 Projects</b>
Lordship Lane Recreation Ground Improvements
Down lane Park improvements
Bruce Castle Park Improvements
4 improved Greenway cycle and pedestrian routes
Alexandra Primary School Expansion
Welbourne Primary School Expansion
Bounds Green Primary School extension

- 5.9 The panel noted that the above list is in process of being reviewed as part of the infrastructure plan accompanying the local plan and the Council expects to update the Regulation 123 list in 2016.

*CIL Collected in Haringey*

- 5.10 The level of CIL receipts is entirely dependent upon the amount of development commenced in any one year and the relevant rates within the charging schedule. As of November 2015, Haringey CIL has generated a “liability” of £433,425.15 and actual income of only £274,646.89, reflecting the recent introduction of the levy and the relatively low rates set in the east of the borough.

<b>CIL collection in Haringey (as of 15<sup>th</sup> November 2015)</b>			
<b>Ward<sup>4</sup></b>	<b>Monies Collected Q1-2 2015/16</b>	<b>Demand notices Issued (to be paid Q3/4 2015/16)</b>	<b>Exemption/ Relief amount granted</b>
Bounds Green			£39,400.00
Crouch End		£66,889.98	£137,315.95
Fortis Green			£76,105.00
Harringay	£37,933.50		
Highgate	£231,597.17	£366,535.18	£118696
Hornsey			£540134
Muswell Hill			£142625
Northumberland Park			£166,635.00
St. Ann's	£2,664.75		
Stroud Green	£1,183.22		
Tottenham Green	£598.50		£3,727.50
Tottenham Hale			£198,545.00
White Hart Lane	£669.75		
<b>TOTAL</b>	<b>£274,646.89</b>	<b>£433,425.15</b>	
<b>TOTAL</b>	<b>£708,072.04</b>		<b>£1,464,232.45</b>
<b>Total Including Exemption/Relief</b>		<b>£2,172,304.49</b>	
<b>Potentially Chargeable development (permitted but not commenced)</b>		<b>£2,045,788.41</b>	

5.9 Further analysis of this data reveals that since the introduction of Haringey's CIL, 118 planning applications have been issued Liability Notices totalling £4,218,092.90 which are due to be collected for the Borough. Of that, £2,172,304.49 has commenced development<sup>5</sup>. The distribution of liabilities, collection and exemptions across local wards for 2015/16 is shown in the table above.

5.10 The table also noted that relief was also granted for 26 planning applications within the Borough totalling £1,464,232.45. This was for:

- Charitable Relief - £41,049.00
- Self Build Exemption - £364,555.45
- Social Housing - £1,058,628.00

5.11 Subject to the anticipated acceleration of housing delivery in the Borough being achieved, with extensive new development planned for Tottenham and Wood Green (which has a higher CIL charge), the planning service estimates CIL income could amount to approximately £1.5-2m per year later in the decade.

5.12 It was noted that other London Boroughs (Camden) have provided an estimate of CIL income for the year for each local authority ward<sup>6</sup>, which assists members and local

<sup>4</sup> Note that no liable development took place in the following wards in this period and do not appear in this table: Alexandra, Noel Park, Woodside, West Green, Bruce Grove and Seven Sisters.

<sup>5</sup> Of chargeable development permitted since implementation of Haringey CIL, none was issued a demand notice prior to the start of the 2015/16 financial year.

<sup>6</sup> Local CIL information pack, London Borough of Camden (October 2015)

communities in planning for local infrastructure. Whilst acknowledging that it may be difficult to provide a precise forecast of income from the CIL, the panel noted that it would be helpful for the Council to publish an estimate of CIL income as this will help to manage expectations of the fund as well as to ensure more effective forward planning for local infrastructure needs.

### **Recommendation 2**

**It is important that Councillors, community groups, Neighbourhood Forums, and other community stakeholders have a clear understanding of the prospective income derived from the CIL and how this is apportioned to local areas (as defined in recommendation 3). It is recommended that both accrued and (where possible) projected income from the CIL for each area is published annually to support community infrastructure planning and development.**

## **6.The Mayoral CIL**

- 6.1 In addition to the CIL charged by individual boroughs, new development across Greater London is also subject to a Mayoral CIL. The Mayoral CIL applies to most new developments (except health and education development) granted planning permission on or after 1 April 2012. The Mayoral CIL can only be used to raise money for transport infrastructure and is collected by the London boroughs on behalf of the Mayor. The Mayoral CIL is currently being used to fund Crossrail. There is no requirement to pay any receipts from the Mayoral CIL to the local community.
- 6.2 London authorities have been placed within three zones, and each zone is subject to a different CIL charge per m<sup>2</sup>. Development taking place within boroughs in Zone 1 pay a Mayoral CIL of £50 per m<sup>2</sup> compared to £35 in Zone 2 and £20 in Zone 3. Haringey is within Zone 2 of the Mayoral CIL and is therefore subject to a charge of £35 per m<sup>2</sup>. A full list of charging zones and rates is provided below.

Table 1: Mayoral CIL charging zones and rates

<b>Zone</b>	<b>London boroughs</b>	<b>Rates (£ per sq. m.)</b>
1	Camden, City of London, City of Westminster, Hammersmith and Fulham, Islington, Kensington and Chelsea, Richmond-upon-Thames, Wandsworth	£50
2	Barnet, Brent, Bromley, Ealing, Greenwich, Hackney, <b>Haringey</b> , Harrow, Hillingdon, Hounslow, Kingston upon Thames, Lambeth, Lewisham, Merton, Redbridge, Southwark, Tower Hamlets	£35
3	Barking and Dagenham, Bexley, Croydon, Enfield, Havering, Newham, Sutton, Waltham Forest	£20

- 6.3 Analysis of the most recent published annual report of the Mayoral CIL indicated that receipts totalling £6.09 million were received in 2012/13, of which £91,000 was derived from new development in Haringey. It is expected that Mayoral CIL receipts will contribute £300 million to support the development of Crossrail.

## 7. The CIL in other London boroughs

### *Implementation of the CIL across London*

- 7.1 As of November 2015, 28 of 34 London Boroughs (including the City of London) have had a CIL schedule approved and have commenced charging this to new development. The London Borough of Redbridge was the first borough in London to commence charging on 1st January 2011 with Wandsworth following later in November of that year. A further 4 authorities commenced charging in 2013 and a further 10 (Haringey included) in 2014. A full list of London boroughs with the date that their CIL was chargeable is given in Appendix A.
- 7.2 The following provides an overview of the CIL charging schedules within 6 'early adopter' London boroughs where the CIL was active by end of 2013.

Borough	Residential CIL (£ per m <sup>2</sup> )	Other CIL (£ per m <sup>2</sup> )
Barnet	£135 (Use C1-C4)	Retail (A1-A5) - £135 All other classes - £0
Brent	£200	Hotels - £100 Student Accommodation - £300 Retail (A1-A5) - £40 Warehouse Clubs - £14 Assembly & Leisure - £5 All other classes - £0
Croydon	<u>Croydon Metro Centre</u> £0  <u>Non Metro Croydon</u> £120	<u>Croydon Metro Centre</u> Business B1, B2 B8 - £120 Institution C2, D1 - £0 All other classes - £0 <u>Non Metro Croydon</u> Business B1, B2 B8 - £0 Institution C2, D1 - £0 All other classes - £120
Harrow	£110	Hotels, Residential Accommodation, Student Accommodation, Hostel and HMO - £55 Retail (A1-A5) - £100 All other classes - £0
Redbridge	£70 for all development	
Wandsworth	<u>Nine Elms (riverside)</u> £575  <u>Nine Elms</u> £265  <u>Roehampton</u> £0  <u>All other areas</u> £250	<u>Nine Elms (riverside)</u> Retail (A1-A5) – £100 All other classes - £0 <u>Nine Elms</u> Retail (A1-A5) – £100 All other classes - £0 <u>Roehampton</u> Retail (A1-A5) – £0 All other classes - £0 <u>All other areas</u> Retail (A1-A5) – £0 All other classes - £0

- 7.3 CIL charging schedules are locally planned and assessed and rates reflect the local planning and development environment both within and across individual boroughs. Thus whilst some boroughs may charge a flat rate for all types of development across the whole of the borough, others have developed more complex charging systems to reflect variations for the location and type (Use Class) of proposed development.

## **8. Governance arrangements for the CIL– neighbourhood portion**

### *Scope of spending*

- 8.1 Unlike the strategic CIL, the process for agreeing how the neighbourhood proportion of the CIL is spent is not tightly prescribed, and it would appear that there is greater flexibility as to how this spent. Guidance would suggest that the neighbourhood or community element can be spent on those projects including:
- 1) The provision, improvement, replacement, operation or maintenance of infrastructure, or
  - 2) Anything else that is concerned with addressing the demands that development places on that area (that is development generally, not a specific development).
- 8.2 In the context of the above, the panel noted that the neighbourhood proportion of the CIL can be spent upon a much wider range of 'infrastructure' than the strategic proportion of the CIL. To support this, the panel noted evidence from the Planning Officers Society that there have been no legal cases to test to limits of spending on the neighborhood element of the CIL, demonstrating its wide intention.
- 8.3 Government guidance indicates that charging authorities should however set out their approach to how they will engage the community in determining how the neighbourhood element is to be spent. This guidance has suggested that such consultation should where possible;
- Use existing consultation and engagement processes;
  - Include local neighbourhood groups, forums, councillors and businesses; and
  - Be proportionate to level of receipts and scale of proposed development.
- 8.4 Given the lack of explicit guidance for the establishment of governance arrangements to support how the community or neighbourhood proportion is spent, it was unsurprising to record that there were wide variations in local policy and practice.
- 8.5 Furthermore, evidence received by the panel also indicated that governance arrangements to support spending the neighbourhood element of the CIL, even among early adopters, were still in their infancy and were evolving as receipts from the CIL began to accrue. In this context it was clear that governance arrangements for the spending of the neighbourhood portion of the CIL are still a 'work in progress' and that such arrangements are likely to evolve further as the CIL procedures themselves develop and mature.
- 8.6 Work undertaken with early adopters by the Planning Advisory Service and the Local Government Association would suggest however that a number of key principles should underpin governance arrangements<sup>7</sup>:
- Corporate programme / Infrastructure Programmes should be the golden thread that informs all aspects of CIL;

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<sup>7</sup> Decisions, decisions: governance and spending on the CIL. LGA and PAS, 2015

- Partnership working with parish councils should be reflected in local governance arrangements or other approaches in non-parished areas;
- Acceptance that CIL is not a 'silver bullet' to infrastructure needs.

*Governance arrangements in other boroughs*

- 8.7 From evidence provided by the Planning Officers Society and other data collected via desktop research, it was possible to develop a summary of the key features of the governance arrangements adopted at different authorities. These have been summarised from 6 authorities (Bristol, Camden, Elmbridge, Redbridge and Southwark Wandsworth) in Appendix C.
- 8.8 Analysis of comparative data indicated a number of key themes in the establishment of local governance arrangements for spending the neighbourhood element of the CIL:
- Size of CIL neighbourhood distribution area;
  - Consultation arrangements;
  - Selection of community infrastructure projects;
  - The role of members.

*Size of the CIL neighbourhood distribution area*

- 8.9 One of the purposes of CIL, particularly related to the neighbourhood proportion, is to incentivise communities to accept growth to help create a virtuous circle where development brings clear and identifiable benefits in local areas. The panel noted evidence from the Planning Officers Society, that the actual geographical determination of what constitutes the local neighbourhood area is not tightly prescribed, but must link in some way to an area where development takes place.
- 8.10 As a result, there are wide variations among local authorities as to how neighbourhood areas are defined. For example, some boroughs have distributed the neighbourhood proportion of CIL income to individual local ward areas (e.g. Camden), others boroughs have distributed on the basis of an amalgam of local wards (e.g. Wandsworth) or indeed a combination of both (e.g. Redbridge).
- 8.11 Evidence to the panel indicated that in those areas where the neighbourhood proportion of the CIL is allocated to individual wards, there is a strong likelihood that some wards will miss out completely as there is little or no development occurring in these wards.
- 8.12 The panel received evidence to the effect that there may be a number of advantages to those authorities that chose to allocate the neighbourhood proportion of the CIL to a larger area made up of an amalgam of local wards. The advantages of allocating the neighbourhood CIL to an amalgam of wards is summarised below:
- It reflects the nature and impact of development (e.g. the impact of development may extend beyond ward boundaries);
  - It offers a fairer distribution of income across communities;
  - It allows more substantive total of funds to accrue which can extend the scope of potential community infrastructure projects that can be funded;
  - It promotes cross-ward dialogue to identify common needs and priorities for local infrastructure;
  - It reduces administration costs.

**Recommendation 3**

**To ensure a fair distribution and to minimise associated administrative costs, it is recommended that the neighbourhood proportion of CIL income is apportioned to an amalgam of local wards rather than individual wards. It is suggested that in total, no more than 6-7 local areas are used for this purpose.**

*Consultation arrangements*

8.13 The panel noted evidence from the Planning Officers Society that CIL charging authorities should spend the neighbourhood proportion of the CIL in accordance with 'community wishes'. There was however, little guidance within the regulations as to how the local authority should determine what 'the community's wishes' are except that this should (as in 8.2):

- Use existing consultation and engagement processes;
- Include local neighbourhood groups, forums, councillors and businesses; and
- Be proportionate to level of receipts and scale of proposed development.

8.14 The panel noted that with the abolition of area forums in 2015, the Council no longer have a *formal* consultative structure through which to engage local residents, and in the context of this review, a possible means through which to identify 'community wishes' for local infrastructure projects. Thus, some other alternative consultative process will need to be developed to help identify local priorities for community infrastructure

8.15 In examining other boroughs governance arrangements, it was noted that a number of authorities had taken a particularly robust approach to determining 'community wishes' for local infrastructure as this would provide the evidence base through which assess and prioritise subsequent project proposals. It was noted that Wandsworth's borough wide assessment was sufficiently comprehensive:

- To allow the identification of differing priorities in local neighbourhoods;
- That this need *not* be administered on an annual basis.

**Recommendation 4**

**Community priorities for spending the neighbourhood element of the CIL should be identified through a borough wide consultation<sup>8</sup>. This consultation should be multi-format and be sufficiently comprehensive so that analysis can determine priorities of individual areas (as defined in recommendations 3). Priorities for each area should be published and used to inform subsequent assessment and prioritisation of proposed projects for community infrastructure. (This should be repeated every 2-3 years).**

*Selection of community infrastructure projects*

8.16 Evidence from other boroughs indicated some divergence as to the process for nomination of local infrastructure projects to be funded through the neighbourhood CIL. Whilst in some boroughs (i.e. Camden) projects are nominated solely through elected members, in other boroughs (i.e. Redbridge) the nomination process is open to a much wider range of local stakeholders including local residents, community groups and businesses.

<sup>8</sup> Excepting Neighbourhood Plan Areas, which will have their own consultation and involvement plans;

8.17 Whilst additional support may inevitably be needed to help ‘work-up’ infrastructure proposals from community stakeholders, the panel indicated that such proposals should be encouraged and reflected in local governance arrangements. This would help to ensure that community interests are represented and that there is a local dividend for accepting development, which is a central tenet of the guidance,

**Recommendation 5**

**Following community consultation to identify priorities, members, community groups, local residents, local businesses and other community stakeholders should be encouraged and supported to nominate local infrastructure projects for funding through the neighbourhood portion of the CIL. Such proposals should aim to outline how the proposed community infrastructure:**

- **Match the local priorities (established in recommendation 4);**
- **Supports further growth; or**
- **Mitigates the impact of development in a local area.**

8.18 In its assessment of governance arrangements in other local authorities, the panel noted a range of models were used to consider and authorise proposals for community infrastructure (through the CIL neighbourhood fund). In a number of areas the sign-off of community infrastructure projects had been devolved to local decision making bodies with authorised spending powers. Two such examples were:

- Southwark - where decisions are taken by 4 local Community Councils;
- Bristol – where decisions taken by 14 Neighbourhood Partnerships.

8.19 In its discussions, members of the panel were agreed that in the absence of any devolved local decision making bodies in Haringey, it would be more cost effective if such decisions to authorise community infrastructure projects could be taken by an existing council body. This would ensure that such decisions were taken in public and that decisions of which proposals were authorised would be published.

**Recommendation 6**

**To reduce associated costs, it is recommended that the consideration, authorisation and monitoring of community infrastructure projects funded through the neighbourhood portion of the CIL is undertaken through an existing council body. This body should:**

- **Include representation from members and officers;**
- **Should be open to public attendance (e.g. a meeting held in public);**
- **Publish details of those proposals which have been approved.**

8.20 From the experience of other authorities, the panel noted that the gross value of spending proposals received often far outweighed the funds collected through the neighbourhood CIL, and that some process through which to assess and prioritise infrastructure projects was needed. In this context, the panel held a number of discussions to help identify assessment criteria that would help to prioritise community infrastructure project proposals.

8.21 As the charging authority, the panel noted that it is in the Council’s interest to make sure that CIL monies collected go further by maximising opportunities to help secure further developments and investments. This could be through the preparation of bids (e.g. lottery funding) or through alignment with other local infrastructure funds (e.g. TFL) or match funding. The panel were of the view that new governance

arrangements should explore such possibilities and examine the potential to ‘dovetail’ protocol for CIL prioritisation and spend with other funding sources.

- 8.22 The panel noted that a key aim of the CIL is to facilitate further growth and development in key investment sites, to help create a virtuous circle of growth and development. Therefore some consideration should be given to what infrastructure is required to facilitate further growth to make sites attractive to potential new residents and businesses. It is hoped that in turn, new development that arises from this development will generate further CIL receipts which the Council can reinvest in other infrastructure in the area to help unlock the next wave of development.
- 8.23 In evidence from the Chief Finance officer, the panel noted that in assessing prospective community infrastructure projects, consideration should be given to any possible revenue implications for the Council. Given the financially straitened position of local government finances, the panel were mindful that the authorisation of any new community infrastructure should have minimal or zero impact on the revenue account of the Council.
- 8.24 In acknowledging the ambition of the CIL to deliver a dividend to the community in which development takes place, it was apparent that members, given their role as community champions, can play a significant supporting role in the administration and promotion of neighbourhood spend of the CIL. Given their community leadership role, the panel were of the view that the authorisation of community infrastructure projects should be contingent on the support of a minimum number of local members.
- 8.25 The panel were also of the view that, given the broad definition on what constitutes infrastructure spend within the neighbourhood portion of the CIL, there should be a minimum spend to ensure monies were spent on meaningful projects that would have a local impact.

#### **Recommendation 7**

**It is likely that the projects proposals will exceed neighbourhood CIL funds available (particularly in the short term), it is therefore recommended that the Council establish set of criteria through which the body identified in recommendation 6 assesses and prioritises those projects to be authorised. It is recommended that the prioritisation criteria should include:**

- **The degree to which proposals can be used to lever in additional investment (e.g. match funding, grants, or used to bid for funds for larger projects);**
- **Whether further investment in local infrastructure can be secured from the proposal to create a virtuous circle of investment and development?**
- **That proposals should have no revenue implications to the Council;**
- **The level of member and community support for the proposal (all proposals should have as a minimum 2 members to support);**
- **That the proposal should be of sufficient scale for local impact, that is there should be a minimum threshold for projects of £2,500 with no maximum;**
- **If the proposal can be demonstrated to compliment and support other discretionary funding projects – e.g. Ward budgets.**
- **Those projects which are agreed are completed within 18-24 months of authorisation**
- **The degree to which the project represents value for money.**

**Recommendation 8**

**Given the community leadership role of elected members, it is recommended that local councillors should be encouraged and supported to play an active role in the role in the operation of the neighbourhood CIL fund through:**

- **Ensuring local residents, community groups and other groups participate in borough-wide consultation to identify local infrastructure priorities;**
- **Identifying and preparing proposals for local community infrastructure projects (either directly themselves or supporting other proposals from other stakeholders);**
- **Engaging in dialogue with neighbouring CIL areas, or wards and Neighbourhood Forums to help identify shared community infrastructure priorities and projects to take forward;**
- **Championing agreed community infrastructure projects in their CIL area.**

- 8.26 Experience from other authorities noted that not all those community infrastructure projects authorised through the CIL neighbourhood fund actually come into fruition, perhaps where these were dependent on matched funding (which did not materialise) or other reasons for project failure. As income from the CIL will be accrued throughout the year, the panel recommended that a 'pipeline' of authorised projects should be agreed to prevent there being any hiatus in community infrastructure development, should any projects be delayed or fail.

**Recommendation 9**

**In anticipation of continuing and accruing income to the neighbourhood CIL, it is recommended that the authorisation process ensures that there is a 'pipeline' of approved community infrastructure projects so that there is continuity in the use of funds (e.g. in case of project delay/failure).**

*Neighbourhood Forums*

- 8.27 As previously noted there are two confirmed Neighbourhood Forums in Haringey; Highgate and Crouch End. Both of these forums are in the process of developing a neighbourhood plan (albeit at different stages of development), and once agreed, will help shape and guide development in those areas. Once adopted, the Council will need to acknowledge neighbourhood plans in local planning and development policies. Likewise, the role of Neighbourhood Forums should be recognised in local governance arrangements for the spending the neighbourhood portion of the CIL.
- 8.28 Where there is a Neighbourhood Plan in place, 25% of the receipts from that CIL can be used to support community infrastructure projects in that area. In this context, the panel heard evidence from representatives from the two local Neighbourhood Forums (Highgate and Crouch End) to help identify any differentiation in governance arrangements needed to support administration of the CIL in these areas.
- 8.29 The panel noted that one of the key strengths of Neighbourhood Forums is that a detailed assessment of the needs of the local community is undertaken in developing the neighbourhood plan. The panel understood that a wide range of local stakeholders including residents, community groups, residents associations and

businesses are involved on an ongoing basis in developing such neighbourhood plans, and that any finalised plan will go to a local referendum, to ensure local consent.

- 8.30 The panel noted the enthusiasm of both neighbourhood forums in recognising how neighbourhood CIL could complement neighbourhood plans once established. It was suggested that these two processes could help to:
- Invigorate participation and involvement with local democracy;
  - Give the community a greater voice planning process; and
  - Help the community to both articulate and achieve local priorities.
- 8.31 The panel noted that Highgate Neighbourhood Forum had already begun to consult on local priorities for the neighbourhood proportion of the CIL, and had submitted details of such proposals to the panel. This would be a live ongoing consultation which will be continually updated to reflect the evolving needs of the local community. It is anticipated that Crouch End may adopt a similar such process.
- 8.32 Evidence from the Planning Officers Society and other local authorities noted that where there is a neighbourhood plan in place, the neighbourhood proportion of CIL receipts (25%) cannot be passed over to the Neighbourhood Forum as it is not constituted as a spending authority (as a parish Council is). So in London, where there are no parish councils, the local authority is still responsible for spending CIL receipts, though the priorities and details of local infrastructure projects to be funded to be decided in consultation with Neighbourhood Forums.
- 8.33 The panel noted that there may be some merit for the Council to retain CIL receipts and spend it on behalf of the neighbourhood forum, in that Councils have established contracts with contractors for the delivery of local infrastructure (e.g. pavements and roads repairs and public realm improvements) and it may be more efficient to commission infrastructure in this way.
- 8.34 The panel noted that the Council however wished to adopt some flexibility to this process in that there may be some specific or special circumstances in which the release of resources may be necessary to gain access to other infrastructure funds (e.g. to obtain matched funding).
- 8.35 The panel noted that there had been substantive contact between the Council and the local neighbourhood forums in establishing the forum areas and in developing local neighbourhood plans and there was a good working relationship in place. The panel noted that the continuation of a good working relationship would be essential to support the effective operation of the CIL to ensure that:
- Local communities are engaged and involved in determining local priorities;
  - There is no duplication in infrastructure planning and delivery;
  - That receipts from the CIL are well spent and on what matters to the local community;
  - Opportunities to access additional funding both internal and external to the borough are maximised.
- 8.36 The panel noted that as with all neighbourhood areas, dialogue between adjacent neighbourhood CIL areas should be encouraged and supported to help identify any common community infrastructure projects which span such boundaries. Similarly, in neighbourhood forums whose boundaries may not be co-terminus with borough

boundaries, the Council will need to engage with neighbouring boroughs to ensure that there is a coordinated approach to the administration of the CIL.

### **Recommendation 10**

**(i) Whilst CIL receipts cannot be directly released to Neighbourhood Forums, the panel recommends that processes for determining and prioritising the neighbourhood proportion of the CIL spent in these areas should be devolved to these bodies. It is recommended that the Council should continue to consult and liaise with NHF leads to ensure that there is a satisfactory process through which:**

- **Local residents are engaged and involved in the identification of community infrastructure projects;**
- **There is a mutually agreed procedure through which the delivery of community infrastructure projects are agreed, monitored and overseen;**
- **There is appropriate dialogue with adjacent CIL areas (wards) to identify common community infrastructure priorities or projects.**

**(ii) As Neighbourhood Plans are not defined by borough boundaries; the panel recommended that the Council should continue to liaise and consult with those boroughs where a Neighbourhood Plan overlaps to ensure, where possible, that there is a consistent and coordinated approach to the administration of the CIL.**

### *Delivery of neighbourhood infrastructure*

8.37 Whilst much of the focus of evidence and subsequent panel discussions focused on the distribution and spending of CIL income, some consideration was given as to how agreed community infrastructure could be delivered. The panel noted that effective and efficient delivery and 'build-out' of agreed community infrastructure projects would be important in helping to build and maintain community trust in the CIL.

8.38 Given the wide ranging nature of community infrastructure that can be funded through the neighbourhood element of the CIL, there will potentially be a similarly broad range of providers who may be able to deliver agreed 'infrastructure' including local community groups, voluntary sector, developers and council contractors and partners (e.g. TfL). In this context, it would be important that such potential providers are made aware of agreed community infrastructure projects as they may be able to assist in delivery.

8.39 The panel noted that typically the Council is not the main provider of infrastructure and may not necessarily have the in-house experience or capacity to deliver such projects, and therefore in some circumstances it may be more effective to commission developers (e.g. for large physical infrastructure projects or where developers may be already on adjacent site). It was also noted that as the Council is able to receive payments in kind it may be able to negotiate to build local infrastructure in place of cash payment. Whilst this may offer less flexibility, this arrangement possibly offers a greater degree of certainty that CIL income will result in local infrastructure and more quickly than the council can procure and complete.

### **Recommendation 11**

**The panel recognise that efficient, cost effective and timely 'build-out' of authorised community infrastructure projects is important to help build and**

**maintain community trust and confidence in the CIL. In this context it is recommended that:**

- **The Council publish local CIL priorities and authorised projects proposals to help engage and involve a wide range of possible providers (voluntary and community groups, resident groups and developers) to help secure timely and efficient completion of community infrastructure projects;**
- **Given their skills and expertise in delivering infrastructure, local developers should be encouraged to play a role in the delivery of community infrastructure projects (e.g. where appropriate, local developers could be invited to pay CIL receipts ‘in-kind’ by helping to build out identified community infrastructure projects, rather than cash payments).**

*Promoting awareness and participation*

8.40 The panel noted that effective governance arrangements for the neighbourhood CIL had the potential to improve community engagement and involvement in local decision making. In this context, the panel were in agreement that governance arrangements for the CIL should be simple, open and transparent as this would help to promote awareness of the CIL governance process and identify how local stakeholders can participate.

8.41 It was recommended that the final approved governance arrangements together with all supporting information and application forms should be published on the Council website.

**Recommendation 12**

**To promote community participation and openness, it is recommended that a dedicated Neighbourhood CIL web page is provided on the Council web site that includes:**

- **An overview of the neighbourhood CIL, income and how decisions are made to authorise community infrastructure projects;**
- **Details of community consultations relating to CIL and how local people can be involved;**
- **Provide illustrative examples of community infrastructure projects and how members of the local community can make their own suggestions for community for projects in their area;**
- **Details of those community projects which have been authorised for implantation;**
- **Links to local Neighbourhood Forums that may operate different consultation and involvement processes in deciding how community CIL may be spent.**

*Governance monitoring*

8.41 Whilst it is noted that the Council is required to submit an annual report of the CIL, it was noted that this requirement focussed on accounting procedures for CIL spend rather than the efficacy of governance arrangements that underpin it. Overview & Scrutiny is used to support the governance arrangements in other boroughs and the panel were of the view that this statutory service could also play a role here in Haringey by ensuring that established procedures of the CIL confirmed to central tenets of the CIL.

**Recommendation 13**

To support effective development, it is recommended that an annual report is provided to Overview & Scrutiny Committee on the administration of the CIL neighbourhood fund. Scrutiny input should aim to provide strategic oversight of the CIL neighbourhood fund to:

- Ensure that consultation processes are adequate;
- Decision making processes are open and transparent;
- There is sufficient project monitoring and evaluation of authorised projects.

## Appendices

### Appendix A – Scrutiny in a day programme (Thursday 3<sup>rd</sup> December 2015).

#### Housing & Regeneration Scrutiny Panel Community Infrastructure Levy – Governance arrangements for community / neighbourhood allocation and spend

Time	Item	Presenter
10.00	Welcome and Introductions	Cllr Eugene Akwasi-Ayisi Chair of Housing & Regeneration Scrutiny Panel
10.10	Aim and objectives scrutiny project and an outline of the scrutiny process.	Martin Bradford, Scrutiny Officer
10.20	What is the CIL? The CIL in Haringey The Mayoral CIL Spending the CIL CIL in other London Boroughs	Background briefing (Martin Bradford, Scrutiny Officer) Stephen Kelly (Assistant Director Planning) Matthew Patterson (Head of Planning Policy) Lucretia Foster (S106/CIL Officer)
10.50	Expert and independent advice	Graham Jones Planning Officers Society
12:00	What approaches have other Charging Authorities taken?	Martin Bradford, Scrutiny Officer Case study data from early adopter (in background briefing)
13:00	<b>LUNCH</b>	
13:45	Views of developers	Ben Spencer GS8 London
14:15	Financial considerations for the CIL	Matthew Gaynor, (Head of Finance Environment and Planning)
14:30	Views of Neighbourhood Forums	Rachel Alison & Maggie Mead Highgate Neighbourhood Forum Mark Afford, Adrian Essex & David Winskill Crouch End Neighbourhood Area
16.00	Summary Any further evidence or follow up required Identifying key areas for conclusions and recommendations	Housing & Regeneration Scrutiny Panel
16.30	<b>END</b>	

## Appendix B – Introduction of Community Infrastructure across London

Borough	Consultation Period	Additional Comments
<b>2013</b>		
Redbridge	10 May - 10 June 2011	Charged from 1st January 2012
Wandsworth	24 Jun-22 July 2011	Charged from 1st November 2012
Croydon	16 Jan-13 Feb 2012	Charged from 1st April 2013
Barnet	27 Jul-7 Sept 2012	Charged from 1st May 2013
Brent	2 Jul -3 Aug 2012	Charged from 1st July 2013
Harrow	15 Nov - 20 Dec 2012	Charged from 1st October 2013
<b>2014</b>		
Newham	17 Dec-25 Jan 2013	Charged from 1st January 2014
Merton	25 Mar - 10 May 2013	Charged from 1st April 2014
Sutton	12 Nov - 10 Dec 2012	Charged from 1st April 2014
Waltham Forest	29 Jul - 9 Sept 2013	Charged from 15th May 2014
City	24 Jul-4 Oct 2013	Charged from 1st July 2014
Hillingdon	15 Nov - 14 Dec 2012	Charged from 1st August 2014
Islington	28 Jun - 9 Aug 2013	Charged from 1st September 2014
Lambeth	1 July - 12 Aug 2013	Charged from 1st October 2014
Richmond	8 July - 19 Aug 2013	Charged from 1st November 2014
Haringey	26 April - 14 Jun 2013	Charged from 1st November 2014
<b>2015</b>		
Lewisham	3 Dec-31 Jan 2013	Charged from 1st April 2015
Hackney	15 Jan - 26 Feb 2014	Charged from 1st April 2015
Tower Hamlets	22 April - 5 Jun 2013	Charged from 1st April 2015
Camden	19 June - 31 July 2014	Charged from 1st April 2015
Southwark	14 Jan - 25 Feb 2014	Charged from 1st April 2015
B & D	14 Mar - 26 Apr 2013	Charged from 3rd April 2015
LLDC	27 May - 8 July 2014	Charged from 6th April 2015
K & C	21 Jan - 23 Feb 2014	Charged from 6th April 2015
Greenwich	30 July - 10 Sept 2014	Charged from 6th April 2015
Bexley	19 Aug - 30 Sept 2013	Charged from 30th April 2015
Hounslow	19 Sept - 19 Oct 2014	Charged from 14th July 2015
H & F	22 Aug - 3 Oct 2014	Charged from 1st Sept. 2015
<b>To be agreed</b>		
Kingston	10 Jan - 7 Mar 2014	Examination September 2015
Westminster	12 June - 25 July 2015	Examination October 2015
Enfield	3 Dec -21 Jan 2015	Examination November 2015
Ealing	27 Mar - 8 May 2015	Examination December 2015
Havering	23 Feb - 10 Apr 2015	
Bromley		Undertaking Viability Study

## Appendix C – Governance arrangements for neighbourhood portion of the CIL in other boroughs

Area	Key features of Governance arrangements
<b>Redbridge</b>	<ul style="list-style-type: none"> <li>▪ CIL Local Project Fund is allocated at two levels dependent on the size of the development in the area:               <ul style="list-style-type: none"> <li>○ CIL income from larger developments of 10 or more dwellings or 250m<sup>2</sup> are allocated to infrastructure projects within one of the 3 sub borough regions where CIL is received (N, S &amp; W);</li> <li>○ CIL income from developments less than 10 dwellings or less than 250m<sup>2</sup> will be allocated to infrastructure projects within the individual ward that development takes place.</li> </ul> </li> <li>▪ Consultation to determine priorities for spending is conducted through existing Area Committees;</li> <li>▪ All members of the local community can suggest community infrastructure projects</li> </ul>
<b>Southwark</b>	<ul style="list-style-type: none"> <li>▪ 4 Community Council areas with local decision making powers</li> <li>▪ Community Infrastructure Project Lists (CIPLs) developed for each area with the local community</li> <li>▪ Consultation to take place on annual basis</li> <li>▪ At least 25% of CIL funds will be spent on local area projects, whether or not there is a Neighbourhood Plan</li> <li>▪ Where there is a neighbourhood plan priority will be to spend in the NP area</li> <li>▪ Neighbourhood Forums will be consulted</li> <li>▪ Local Community Council will be the decision making body</li> </ul>
<b>Wandsworth</b>	<ul style="list-style-type: none"> <li>▪ 6 neighbourhoods to support the collection, engagement and distribution of CIL income</li> <li>▪ Borough wide consultation undertaken to identify local priorities for CIL spend</li> <li>▪ Respondents also encouraged to identify specific projects for community infrastructure investment</li> <li>▪ Ward members invited to ‘work-up’ community infrastructure proposals with officers.</li> <li>▪ 9 criteria are used to assess and prioritise projects</li> <li>▪ Executive takes decision to approve projects based on feedback of 1) on-line resident survey 2) Overview &amp; Scrutiny Committee 3) Finance and Resources Committee 4) level of member support</li> <li>▪ Approved projects monitored through Overview &amp; Scrutiny.</li> </ul>
<b>Camden</b>	<ul style="list-style-type: none"> <li>▪ 25% of collected CIL to be spent on local projects</li> <li>▪ Members to engage with Neighbourhood Forums to identify local spending priorities</li> <li>▪ Allocation of CIL funds managed through a member application process</li> <li>▪ Applications assessed (light touch) and prioritised by officers through an established set of criteria</li> <li>▪ Allocations are signed off by officers, though unsuccessful applicants can appeal to Cabinet member</li> <li>▪ Funding allocations are published on the website</li> <li>▪ A Project Manager is appointed for successful applications, and draws down the funds for implementation</li> <li>▪ A report on CIL spending and allocations</li> </ul>

<b>Elmbridge</b>	<ul style="list-style-type: none"> <li>▪ Community spending allocated through Local Settlement Spending Boards of Parish Council in parished areas and local ward councillors in other areas;</li> <li>▪ £654,000 allocated in 2015 on wide variety of projects ranging in value from £500 to £100,000;</li> <li>▪ In effect each ward has a fund to spend the community element</li> <li>▪ Local ward councillors decide how bids against this fund is spent.</li> </ul>
<b>Bristol</b>	<ul style="list-style-type: none"> <li>▪ Neighbourhood Funds go to 14 Neighbourhood Partnerships with decision making and spending powers - these pre-existed CIL</li> <li>▪ Neighbourhood Partnerships comprise 2/3 wards with spending decisions delegated to ward councillors</li> <li>▪ 4 Neighbourhood Forums developing Neighbourhood Plans – but with no spending power – money will go to Neighbourhood Partnerships</li> <li>▪ 4 Neighbourhood Forums are developing Neighbourhood Plans.</li> <li>▪ Forums have no spending powers</li> <li>▪ 25% CIL income will be devolved to relevant Neighbourhood Partnership</li> <li>▪ Forums encouraged to work with Partnerships to influence CIL spend</li> </ul>

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**Report for:** Children and Young People's Scrutiny Panel – 3 March 2016  
Overview and Scrutiny Committee – 8 March 2016

**Item number:**

**Title:** Panel Project on Youth Transition – Findings Part Two,  
Conclusions and Recommendations

**Report authorised by :** Cllr Hearn, Chair of Children and Young People's Scrutiny Panel

**Lead Officer:** Robert Mack, 020 8489 2921 [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

- 1.1 The Children and Young People's Scrutiny Panel has been undertaking a piece of in-depth work regarding the challenges facing young people growing up and reaching adulthood in Haringey. It began this work in 2014-15 and reported its preliminary findings to the Panel meeting on 9 July 2015. The Panel commissioned further work with the aim of enabling it to make final conclusions and recommendations. This report outlines the outcome of this further work and the findings, conclusions and recommendations that the Panel has made.

## 2. Cabinet Member Introduction

N/A

## 3. Recommendations

*Children and Young People's Panel:*

- 3.1 That the following recommendations be made on behalf of the Panel to the Overview and Scrutiny Committee, as outlined in Section 7 of the report:
- (i) That a specific target be set for narrowing the gap in the percentage of young people entering the top or Russell Group universities between the borough's two parliamentary constituencies. (*Para 7.27*)
  - (ii) That a further report be submitted to the Children and Young People's Scrutiny Panel on progress with the development of sixth form provision within the borough in autumn 2016. (*7.32*)
  - (iii) That the Panel expresses its support to the proposals:

- to commission a detailed survey on the perceptions of young people on the options open to them; and
  - to arrange a Haringey wide careers event, subject to this being suitably publicised and located in an accessible venue in order to ensure a good level of attendance. (7.35)
- (iv) That work be undertaken to develop a means of monitoring the attainment of young people that is based on residence in the borough rather than attendance at in-borough post 16 provision. (7.37)
- (v) That further work be undertaken to develop effective monitoring of progress in respect of the take up and success rate of apprenticeships and that performance in respect of these be given a higher priority as a key Corporate Plan performance indicator. (7.40)
- (vi) That a suitably ambitious target for the increase in the number of apprenticeships for 16-18 year olds by 2018 be set, with consideration given to this being to reach the same number of take-ups that was achieved in 2010-11. (7.46)
- (vii) That the Council take a lead role in developing a strategic borough wide plan for young people to develop and pursue their career aspirations that focuses on improving the range of options and addresses the areas where demand for labour is high and training provision is limited locally. (7.52)
- (viii) That measures be taken to provide greater challenge to schools on their performance in respect of the number of NEETs and not knowns originating from them where data shows performance falling below expectations. (7.67)
- (ix) That the proposal to introduce a kite mark for good quality independent advice and guidance on careers be supported. (7.68)
- (x) That, in respect of their role as corporate parents, specific guidance be provided for all Members on how independent careers advice should be provided for looked after children. (7.69)

*Overview and Scrutiny Committee:*

- 3.2 That the recommendations of the Children and Young People's Panel be approved and the report submitted to Cabinet for response.

**4. Reasons for decision**

- 4.1 The Children and Young People's Scrutiny Panel is requested to agree the recommendations so that the report can be submitted to the Overview and Scrutiny Committee for final approval. Following this, the report will be formally referred to the Council's Cabinet for response.

**5. Alternative options considered**

- 5.1 The Children and Young People's Scrutiny Panel could decide not to approve the report but this would mean that it would be unable to refer the report to the Overview and Scrutiny Committee so that its recommendations can be made to Cabinet. The Overview and Scrutiny Committee could decide not to approve the Panel's report which would also mean that they could not be referred to Cabinet for response.

## 6. Background information

### *Introduction*

- 6.1 In 2014-15, the Children and Young Peoples Scrutiny Panel commissioned a piece of in-depth work on the transformation of services for young people within the borough. The aim of this was to look at services that provide support for young people in addressing the challenges that they face during the transition to adulthood. The work focussed especially on young people who are at risk of becoming a "NEET" (not in education, employment and training) and what kind of interventions may assist in helping them in avoiding this.

### *Terms of Reference/Objectives*

- 6.2 The terms of reference for the review were as follows:

"To consider and make recommendations to the Overview and Scrutiny Committee in respect of the commissioning framework for young people and, in particular, the issue of young people considered at risk of becoming a NEET including;

- The choices available to a young person;
- The influences on the decisions that they make in response to them; and
- Interventions that may deliver the best outcomes."

### *Interim Report and Findings*

- 6.3 During 2014-15, the Panel undertook a range of work including:
- Receiving a presentation by officers from the Children and Young People's Services at the meeting of the Panel on 22 January 2015;
  - Attending an event organised for the Panel on 9 March 2015 to which young people, partners and employers were invited;
  - Visiting to Bruce Grove Youth Centre, Heartlands High School and the Triangle Centre to meet with young people; and
  - Visiting a careers and training event at the Junction in Wood Green to talk to providers and young people.
- 6.4 The Panel reached a number of preliminary findings from this work and these were reported to the Panel meeting on 9 July 2015. The Panel was of the view that the evidence that had so far been gathered was limited and, in some cases, inconclusive. They felt therefore that more evidence was needed to draw firm conclusions and answer the questions that were posed at the start of the work.
- 6.5 The Panel nevertheless made some observations and comments, as follows;

- It was clear that the role of parents and carers is very important. Those young people that the Panel received evidence from who had proactive parents or carers appeared to be a lot better placed than others.
- Some young people lacked effective support. A few had plans that appeared to be unrealistic and that also lacked a back-up plan to assist them if they were not successful in their chosen field. There appeared to be a link between this and socio-economic status. Unrealistic career aspirations were frequently based around becoming professional sportsmen and women.
- Young people did not appear to be receiving support and guidance that covered the full range of options that were available. Feedback from young people spoken to suggested that schools are inclined to channel young people towards universities, which are not suitable for all young people. The Panel felt that there were other offers available that are as attractive. In particular, vocational routes could offer a viable alternative which also do not involve getting into debt due to the costs of going to university.
- It was noted by the Panel that some young people felt that there was a negative perception of the local area and that this was linked to low expectations.
- The Panel were impressed by the range of organisations and opportunities being offered at the jobs and training event that took place at the Junction and organised by the Youth, Community and Participation Service. They had noted that some of the organisations were finding it challenging to fill vacancies and/or places despite the attractiveness of what they were able to offer. They were of the view that the event could have been better attended by local young people and that it might benefit in future from being located in a larger, higher profile and more accessible venue. It was noted that efforts would be made by officers to address these issues but that this was partially dependent on suitable funding being identified.

6.6 The Panel agreed that additional evidence gathering activities would be arranged, with a view to assisting the Panel in making final conclusions and recommendations:

## **7. Further Evidence**

- 7.1 In the light of the above, the Panel received the following additional evidence;
- A presentation by officers from the Children and Young People's Service, Economic Development and Human Resources regarding work by the Council and its partners to support young people with the development of their career aspirations at an evidence session on 24 September 2015;
  - Case studies on the approach followed by Enfield and Croydon Councils;
  - Visits to Northumberland Park and Highgate Wood schools to hear how they support young people in developing their career aspirations; and
  - A report on current 6<sup>th</sup> form provision to the evidence session on 19 January 2016.

*The Corporate Plan and the Young People's Strategy*

- 7.2 Strategic Priorities 1 and 4 from the Corporate Plan are the two priorities mostly strongly linked to support for young people in realising their career aspirations. Of these, priority 1 is perhaps the most relevant: “Outstanding for all – Enable every child and young person to have the best start in life, with high quality education”. Objective 3 under this priority is “There will be excellent education and training opportunities for young people aged 16 plus, enabling all to develop the right skills and experience for good quality, sustainable employment”.
- 7.3 Ambitious targets for improvement have been set out under this objective and these are focussed on three specific areas:
- *Attainment*; Level 3 (A level and equivalent) point score per student and exam to be in the London top quartile by 2018.
  - *Participation*; Education, employment and training levels to overtake the national average by 2017 and London average by 2018.
  - *Higher Education Entry*; The proportion of young people entering higher education and the top universities to be above the national and London average by 2018.
- 7.4 Strategic priority 4 is also of relevance: “Sustainable housing growth and employment – Create homes and communities where people choose to live and are able to thrive”. Objective 3 of this is “We will take advantage of growth by ensuring that residents have the training, skills and support necessary to find and keep good quality employment”. The targets for this are:
- *Increase earnings*; To reduce the gap between Haringey and London by 15% by 2018; and
  - *Increase earnings of lowest 25 percentile*; To reduce the gap between Haringey and London by 15% by 2018.
- 7.5 Since the Panel's interim report, the Cabinet Meeting has approved a Young People's Strategy for the borough at its meeting on 14 July 2015. This Strategy is intended “to provide the basis of increasing coordination, cooperation and targeting of services to improve the lives and outcomes of young people in the borough”. It sets out principles, priorities and success criteria and is intended to complement the strategic objectives set out in the Council's Corporate Plan.

*Strategic Priorities for Youth*

- 7.6 The Young People's Strategy sets four strategic priorities in respect of youth. Priority 2 relates specifically to the issues that the Panel have been looking at; “Ensure clear pathways into an attractive and relevant range of employment, learning and enterprise opportunities”.
- 7.7 It is intended to ensure the following;
- All young people are engaged in learning, employment or enterprise;
  - All young people have aspirations and the employability skills to achieve their potential; □
  - A curriculum which gives young people the skills to meet their career aspirations;

- All young people will have greater access to apprenticeships, traineeships and work experience;
- The quality in pathways (particularly in Tottenham) will enable young people to continue their studies into Higher Education including Russell Group Universities.

7.8 It states that the following will be required in order to make improvements:

- High quality training, advice and guidance for careers delivered in and by schools, colleges and training providers;
- Earlier identification in schools and colleges of young people without a clear post 16-19 option so they can be supported to make positive choices about courses and careers;
- Providing quality pathways and skills to develop and support aspiration in order to help all young people to take up learning, employment and enterprise opportunities;
- Information, advice and careers services delivered where vulnerable young people are;
- Partnerships and engagement with employer and higher education networks to promote internships, apprenticeships, work experience and other opportunities;
- Better informing parents and carers about the range and implications of individual pathway choices on future opportunities;
- Promoting high quality provision and choice for all young people and their families;
- All young people provided with an offer of learning through the September Guarantee process.

7.9 Feedback from young people in respect of this priority was as follows;

- Post 16 education and training in Haringey is not as good as in other areas;
- Careers advice and guidance needs to improve so young people can make effective choices about their future;

7.10 The Council's response to this was as follows:

- Post 16 provision in Haringey continues to improve at a faster rate than nationally, with some strong provision, but there are still areas that need to improve more rapidly. We will work with, and challenge, schools and colleges to ensure all young people get the highest quality education;
- Over the next 2 years we will work with key partners including Prospects, schools and the National Careers Service to develop, embed and enhance quality careers advice and guidance. We will ensure young people are linked to the opportunities regeneration brings in Tottenham and to the wider global opportunities.
- We will celebrate the excellent provision locally and the success of young people.
- We will improve on-line information and support by piloting an online search tool, revamping Youth Space and introducing a Haringey Careers Facebook page.
- We will get advice to young people earlier and where they need it through an early help localities based model of needs analysis and support.
- We will fulfil and enhance the commitment to our 100 scheme and lead by example by employing youth worker apprentices.

*Early Help*

- 7.11 The Young People's Strategy is an integral part of the Council's Early Help approach and recognises that it is better to identify and deal with problems early. The Council is now focussing its activity in respect of youth towards this. Job descriptions of staff working with young people are now specifically focussed on supporting NEETs. There are staff whose role is to work with young people within each of the three locality teams and there will be targets in respect of reducing the number of NEETs. In addition, there will be provision for data collection and some capacity for careers advice. The new structure went live on 5 October 2015. The budget for youth has been reduced considerably in recent years and the new structure reflects this.

*Statutory Duties*

- 7.12 Responsibility for careers advice transferred from local authorities to schools in 2011, introducing a new statutory duty on schools to provide impartial careers advice and guidance. Local authorities have a range of duties to support young people to participate in education or training which overlap with this:
- Schools should work with local authorities to identify young people who are in need of targeted support or who are at risk of not-participating post-16;
  - Local authorities should have arrangements in place to ensure that 16-17 year olds have agreed post 16 plans and receive an offer of a place in post-16 education or training;
  - Schools should also work in partnership with local authorities to ensure they know what services are available and how young people can be referred for support;
- 7.13 In addition to having a specific responsibility to provide impartial advice on careers to young people, there is also an expectation that schools will have links with local employers. If there are high levels of "not knowns" or young people not in education, employment or training (NEETs) originating from specific schools, the Council can challenge them on their performance and this is increasingly being done. Schools are required to provide data in respect of this. Young people are tracked up to the age of 19 and up to 25 in the case of young people with a learning disability assessment.
- 7.14 Local authorities nevertheless have some statutory responsibilities of their own. These are;
- Delivering, with schools and colleges, the September Guarantee (offers of learning to all year 11 and year 12 young people); and
  - Tracking and supporting young people Not in Employment, Education and Training (NEET).

*Policy Developments*

- 7.15 The Panel noted that there have been a number of recent relevant policy developments:
- Area Reviews; The government is beginning a review of the further education sector, with recommendations published in 2017. Each review

will start by taking stock of the skills landscape in local areas and assessing the economic and educational needs of the area and the implications for post-16 education and training provision. This will include school sixth forms, sixth form colleges, FE colleges and independent providers. This process is likely to lead to significant change, including mergers.

- There is an increased emphasis on apprenticeships and they are being heavily promoted as a good alternative to more academic courses.
- 'A' levels and Level 3 qualifications are to become more challenging for students. This is likely to make schools more selective about who they accept onto such courses. This is likely to make schools more selective about who they take on to courses and potentially result in the less academically gifted young people being steered towards colleges or apprenticeships.

### NEETs

7.16 The Panel noted that performance relating to corporate plan targets for participation in education, employment or training is not currently on track. It stalled in 2014-15 after a previous 3 year improvement and NEET levels are higher than national, statistical neighbours and the London average. The Panel noted that if the "not known" figure was reduced to zero, it would probably lead to an increase in NEETs to 8%. Although an adjustment is made in the NEETs figures to take into account the number of "not knowns" who are likely to be NEETs, it is felt that this is likely to be an under estimate of the true figure.

7.17 Participation is higher than the national average but lower than London. It tends to be higher at the end of the academic year, suggesting better recording and data management would improve the results. Haringey's 2014/15 rate of 81.3% of 16–19 year olds in education, employment and training is the 3rd lowest in London. and below the target trajectory.

### NEETs 16-19

	June 12	June 13	June 14	June 15
Haringey	4.6%	3.6%	4.5%	4.9%
Stat N	5.1%	5.7%	4.2%	3.7%
London	4.5%	4.8%	4.1%	3.6%
NA	5.9%	5.9%	5.5%	4.9%

### Not knowns 16-19

	June 12	June 13	June 14	June 15
Haringey	15.9%	11.5%	7.4%	9.2%
Stat N	8.5%	8.4%	8.8%	10%
London	8.3%	7.4%	6.5%	6.9%
NA	8.8%	7.2%	8.6%	7.3%

### Participation figures (RPA 16-18)

Area/ Date	December 13	December 14	December 15 Projections
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<b>Haringey</b>	<b>87.4%</b>	<b>83.3%</b> <b>(88.9% – January)</b>	<b>90%</b>
<b>London</b>	<b>90.1%</b>	<b>92%</b>	<b>93%</b>
<b>National</b>	<b>89.9%</b>	<b>90.2%</b>	<b>90.5%</b>

7.18 The Panel noted that it is more difficult to collect data for young people who chose to go out of borough. An external provider has been commissioned to target NEETs and encourage them into education, employment or training.

*Post 16 Provision*

7.19 The Panel noted that corporate plan targets relating to attainment are currently being met. Provisional 2015 'A' Level results suggested performance per exam was above the national and London averages for the first time. Performance per student is now above the London average but behind the national. The average point score for Haringey in 2015 was 689, which puts it on track to be within the top quartile for London by 2018 for which the average currently needs to be 718.

7.20 However, the Panel received evidence that 47% of young people go out of borough for education and training. In the east of the borough, this figure is 85%. Statistics show that young people with higher rates of ability in the east of the borough are more likely to go out-of-borough, whilst in the west it tends to be those with lower levels of ability.

7.21 There are a number of reasons for this, including lack of capacity. There are currently places for 3590 young people but the total number of places required is approximately 7000. This is not necessarily a problem provided there is sufficient good quality capacity elsewhere. There is an argument that it is good for young people to travel but each young person who stays within the borough brings in £6000 of funding so there is a clear financial benefit.

7.22 Feedback on post 16 destinations was obtained by officers in the Children and Young People's Service from schools and careers leads and this indicated that;

- Students are prepared to travel and many want a fresh start out of their local area;
- Many like pastoral support;
- Not all young people are aware of the full range of available options;
- The views and perceptions of their peers and parents are a big influence when choosing where to go;
- Pupils are highly aspirational; and
- Some west Haringey schools do not effectively promote their offer to other Haringey schools.

7.23 An analysis of two schools in Haringey - one in the west and one in the east - was also undertaken by officers. Only 6% of the highest ability students in the school in the east stayed in borough compared to 70% of the school in the west of the borough. 23% of the school in the east of the borough's lowest ability group stayed in borough compared to 30% of the school in the west of the borough. This suggests students in lower ability range in the west are more likely to go out of borough.

Destinations for the west borough school students	Destinations for the east borough school.
<ul style="list-style-type: none"> <li>• Stayed at the West School – 46%</li> <li>• CANDI – 10%</li> <li>• Woodhouse 7.6%</li> <li>• Camden SG – 5.8%</li> <li>• Another Haringey School – 3.6%</li> <li>• CoHENEL – 3.6%</li> <li>• Barnet and SC -3.1%</li> </ul>	<ul style="list-style-type: none"> <li>• Sir George M – 36%</li> <li>• CANDI – 12%</li> <li>• WFC - 8.6%</li> <li>• HSFC – 7.9%</li> <li>• Woodhouse 7.1%</li> <li>• Barnet SC -7%</li> <li>• CoHENEL 5.7%</li> <li>• Leyton 3.6%</li> <li>• Another Haringey School – 2.9%</li> </ul>

7.24 The Panel noted that value added performance scores for provision within the borough are better than many of the post 16 options outside of the borough that are typically taken up by young people in the borough, several of which have negative “value added” scores. It is a challenge to counter the perception that provision outside of the borough is better.

#### *Academic Options and Entry into Higher Education*

7.25 Performance against corporate plan targets relating to entry of young people into higher education is mixed, with university entry (52%) below the inner London average (56%) but higher than the national (48%). Entry to top or Russell Group universities is lower – 8% - than both the England (11%) national and London average (12%).

7.26 The Panel has noted the very low levels of young people from Tottenham that are entering the top or Russell Group universities. If the figures are split between the two parliamentary constituencies within the borough, they are as follows:

- Hornsey and Wood Green; 14%
- Tottenham; 1%

7.27 Whilst this shows a figure for the west of the borough compares well with that of other areas, it also shows a figure for the east that the Panel feels is disproportionately low. It would therefore recommend that a target should be set for narrowing the gap between the two sides of the borough for entry into the top universities.

- *Recommendation 1: That a target be set for narrowing the gap in the percentage of young people entering the top or Russell Group universities between the borough’s two parliamentary constituencies.*

7.28 The Panel expressed concern at the lack of academic provision in the east of the borough, which may be a factor in the low rates of young people entering top universities. Of particular relevance is the fact that there are currently no school sixth forms in Tottenham. Several closed down with the opening of the Haringey Sixth Form Centre. Results at Haringey 6th Form College have not always met expectations but a new Principal has been appointed and action is taking place to improve standards. There is currently considerable spare

capacity at the College with only 700 of the 1000 places available currently filled. Its long term future needs to be determined though and will need to be considered by the governors.

7.29 The Panel was also of the view that the lack of school sixth forms could also impact on the recruitment of teachers, who generally prefer to work in schools with sixth forms. However, it noted that the new Digital College and the Harris Free School will both have 6th form provision.

7.30 Exam results from schools in Tottenham have improved considerably since the Sixth Form Centre was established. There is scope for more post 16 places but it is a competitive market and it will be necessary to attract young people away from other provision. 6th forms also need to be sufficiently large to be viable. In particular, they need to be of sufficient size to offer a range of subjects and combinations of subjects.

7.31 Where provision within the borough is of good quality, the current intention is to encourage expansion. A new 6th form in the east of the borough could nevertheless now be viable and potentially offer both academic and vocational options.

7.32 The Panel noted that the position in respect of 6<sup>th</sup> form provision was likely to be different in 6 months time. In particular, the Area Review process would be starting in March. The Panel has therefore agreed to return to this issue later in the year.

- *Recommendation 2: That a further report be submitted to the Children and Young People's Scrutiny Panel on progress with the development of sixth form provision within the borough in autumn 2016.*

7.33 The Panel noted that development options that are currently being considered by the Council and its partners are:

- A detailed survey on the perceptions of young people on the options open to them; and
- A Haringey wide careers event.

7.34 The Panel would support both of these options. Although the Panel has already undertaken some work with young people to determine their views and aspirations, this was limited in scope and a more extensive piece of work would be valuable when considering the development of provision within the borough.

7.35 In addition, the Panel attended a careers event as part of its earlier work and were of the view that the event could have been better attended by local young people and that it might benefit in future from being located in a larger, higher profile and more accessible venue. It would welcome a borough wide event as a useful means of increasing awareness amongst young people of the range of options available to them.

- *Recommendation 3: That the Panel expresses its support to the proposals:*
  - *to commission a detailed survey on the perceptions of young people on the options open to them; and*

- *to arrange a Haringey wide careers event, subject to this being suitably publicised and located in an accessible venue in order to ensure a good level of attendance. (7.35)*

- 7.36 The Panel noted that the majority of young people go out-of-borough for post 16 education, including some of the most able students. They are therefore not included in the current post performance statistics for the borough, which makes them of questionable value. Of particular note is the fact that only 6% of the highest ability students in the east stay in the borough. One school in the east of the borough has also successfully obtained scholarships in private schools outside the borough for some of their most able students. In borough institutions are also attended by out-of-borough students, which further undermines the value of the current statistics.
- 7.37 The Panel feels that better tracking is needed so that a more accurate picture can be obtained of attainment. In particular, statistics and targets needs to be focussed on how young people who live in Haringey are performing rather than just the performance of those who attend in-borough provision. Amongst other things, more accurate attainment information would assist in indentifying needs for further post 16 provision within the borough and which areas this should be focus upon. The Panel is therefore of the view that work should be undertaken to develop an effective means of monitoring attainment of young people that is based on residence in the borough. This may be possible through data sharing agreements with neighbouring boroughs or the use of relevant ONS data.
- *Recommendation 4: That work be undertaken to develop a means of monitoring the attainment of young people that is based on residence in the borough rather than attendance at in-borough post 16 provision.*

#### *Vocational Options*

- 7.38 The Panel noted that there is a lack of vocational provision in some areas of the borough, particularly in the west, and young people following vocational options are more likely to go outside of the borough. The range of courses available is also limited. Popular out-of-borough vocational courses include business management, social care and motor vehicle engineering, whilst popular in-borough courses include sport and leisure, public services and construction.
- 7.39 The Young People's Strategy set out four additional key outcome indicators in respect of Objective 3 of Priority 4 within the Corporate Plan which relate to apprenticeships. These are:
- Increase in apprenticeship take up by 16-19s is above the London average increase.
  - The success rate of apprenticeships (16-19) is above the London and national average.
  - Increase in those young people who are in work staying in work (16-19) from the 2014 baseline.
- 7.40 However, suitable systems have not been so far set up to collect and monitor progress with these indicators. The Panel is of the view that further work needs to be undertaken to develop these. In addition, although apprenticeships are

amongst key outcome indicators within the Young People's Strategy, they are not currently key Corporate Plan performance indicators. The Panel feels that apprenticeships should be a higher level of priority amongst Corporate Plan indicators so that a greater focus can be made on achieving progress in this area. This would also give vocational routes parity with the high priority that is given to academic routes under Priority 1.

- *Recommendation 5: That further work be undertaken to develop effective monitoring of progress in respect of the take up and success rate of apprenticeships and that performance in respect of these be given a higher priority as a key Corporate Plan performance indicator.*

7.41 The Panel nevertheless received figures for apprenticeship starts for young people between 16 and 18 since 2010-11 and these show a decline from what was already not a comparatively high figure. In 2010-11, there were 210 starts but by 2013-14, this figure had gone down to 140. Figures for Enfield showed an increase from 380 to 400 for the same years. However, figures for Inner London and nationally also showed declines but not quite as high as those experienced in Haringey.

Area/Date	2010-11	Change	2011-12	Change	2012-13	Change	2013-14
<b>Haringey</b>	210	-4.8%	200	-25%	150	-6.5%	140
<b>Enfield</b>	380	+5%	400	-7.5%	370	+8%	400
<b>Inner London</b>	3530	-2%	3460	-18%	2830	+4.5%	2960
<b>National</b>	130500	-1%	128600	-12%	113000	+4.6%	118200

7.42 The number of apprenticeships offered has also reduced in recent years. To some extent, this is due to the fact that London has less of an industrial base than elsewhere. Numbers are nevertheless better in Enfield where there is more industry and a stronger focus on apprenticeships.

7.43 The Panel noted that it can be difficult to sell apprenticeships to young people and schools and they need to be marketed effectively. The Panel noted that knowledge and awareness of them by schools is not always great.

7.44 The Panel heard evidence of work undertaken by the Council to provide apprenticeships. The Haringey Academy has been set up by the Council to assist in staff development of its staff. Part of its remit is to provide apprenticeships for roles within the Council. Consideration is being to areas within the Council where demand for staff is continuing and, in some cases, growing such as business administration, IT, programme development, planning and horticulture. Homes for Haringey and Veolia are also involved in the programme.

7.45 Level 2 apprenticeships are being offered to young people. The first group were not necessarily NEETs but school leavers were to be targeted within the second cohort. 60% of the first group were from Haringey and school leavers with a Haringey connection have been strongly encouraged. The young people will be assisted in looking for work when their placements were coming to an end. There were also 100 young people on the scheme at Veolia and Homes

for Haringey. Efforts are being made to encourage suppliers and contractors to take on suitable young people.

- 7.46 The Panel notes that the target within the Young People's Strategy to that has been set to increase apprenticeship take up to "above the London average increase". The increase in the number of apprenticeships has set 2014 as its baseline. However, this is a low baseline and the Panel is of the view that a more challenging target could be set. An increase that is above the inner London average would equate to a minimum of only 7 additional take-ups and would not take the borough back to the level achieved in 2012-13. The Panel would therefore recommend that a more ambitious target should be set of increasing the number of apprenticeships.
- *Recommendation 6; That a suitably ambitious target for the increase in the number of apprenticeships for 16-18 year olds by 2018 be set, with consideration given to this being to reach the same number of take-ups that was achieved in 2010-11.*

#### *Career Options*

- 7.47 The Panel noted that there is a need for young people to be made aware of career options which offer good opportunities. Science, technology, engineering and maths (STEM) have already been highlighted as particular areas where demand by employers outstrips supply. However, STEM is not appropriate for some young people.
- 7.48 There are not enough jobs in the borough for everyone and it is necessary to look at the wider labour market. Opportunities outside of Haringey are therefore also being promoted. As part of this, a routes to work promotional campaign is being launched.
- 7.49 An Employment and Skills Board has been set up for the borough, which is chaired by the Cabinet Member for Economic Development, Social Inclusion and Sustainability. This includes education and training providers, employers, Job Centre Plus and the Chamber of Commerce.
- 7.50 In addition, Tottenham School Age Careers Programme is looking at the needs of 12 – 14 year olds and, in particular, how to ensure that they are able to make better informed choices about their future. Prospects, the national careers service, is also working within three schools in Tottenham – Park View Academy, Gladesmore and Northumberland Park. However, the Panel heard that grant funding for support to schools can often be subject to complex contracting processes, which can also reduce the amount of money available for delivery. The amounts of money can, in any case, be relatively modest and it would arguably be more cost effective to merely divide it up between individual schools.
- 7.51 On-line tools are also being developed to assist young people and work is taking place with employers. In particular, Siemens are keen to work with schools in the borough. They have an ageing work force and are therefore keen to recruit younger people. Birkbeck College is also working in Tottenham with the intention of encouraging people into higher education. Good

opportunities exist but it is necessary to ensure that young people are aware of them and responsive.

- 7.52 The Panel is of the view that, with the regeneration of Tottenham and other areas of the borough, there is an opportunity for the Council to take a lead role in developing a strategic borough wide plan for young people to develop and pursue their career aspirations. This should focus on developing the range of options available and accessible to young people and addressing the areas where demand for labour is high and relevant training provision is limited locally. In particular, there is a clear need for vocational training to be developed in retail, construction and motor mechanics.

(xi) *Recommendation 7: That the Council take a lead role in developing a strategic borough wide plan for young people to develop and pursue their career aspirations that focuses on improving the range of options and addresses the areas where demand for labour is high and training provision is limited locally.*

#### *Other Boroughs*

- 7.53 The Panel noted the approach followed in the boroughs of Croydon and Enfield. The importance of effective tracking in reducing the numbers of NEETs was highlighted by each of them. Croydon emphasised the importance of access to multiple indicators, including benefits data and information from other local authority databases which they felt helped them to be more proactive in tackling NEETs.

- 7.54 Enfield attribute their reduction in the number of NEETs to strong partnership work. There is a provider group that includes the vast majority of education and training providers within the borough and this is felt to help to ensure that there is a co-ordinated offer for young people and that they progress seamlessly into post 16 provision.

- 7.55 Their careers service is provided in-house. It is a fully traded service that the vast majority of schools in Enfield have bought into. Special attention is given to those young people who are either particularly talented or those who are uncertain about their future plans. Those within the latter group who are considered to be at risk could be referred onwards for appropriate interventions and support. They feel that having an in house careers service is helpful as it enables them to intervene earlier if necessary.

#### *The Role of Schools*

- 7.56 The Panel visited two schools in the borough to gain an understanding of how they provided independent advice and guidance for young people. The Panel was very impressed by the successful work that has been undertaken by Northumberland Park School to reduce the number of NEETs originating from the school. A few years ago, a quarter of the year 11 group had been either NEETs or “not knowns”. In response to this, work was undertaken with the Council’s Regeneration Team to address the issue.

- 7.57 Provision for careers guidance is funded directly by the school and embedded

within it. The budget for it is circa £200,000. The work on careers has helped to change the ethos of the school. At the time of the Panel's visit, there were no "not knowns" from the school and only one ex-student who potentially might become a NEET.

- 7.58 Work with young people starts in Year 7 and there is now a clear expectation that students will progress onto college or similar provision. The school has close links with CoHENEL and all students take part in a "have a go" day at the College. There are also a lot of links between the school and universities and employers, who can offer taster days. Many have targets for working with schools and the local community and it is seen as part of their corporate responsibility. Linklaters, who were a large legal company, and the Cabinet Office are examples of two organisations that they have links with.
- 7.59 Careers staff undertake a wide range of duties, including ensuring that young people attend interviews and college. There is a counsellor and a psychologist available, as and when required. Mentoring is used to assist the hardest to reach students. The school seeks to keep in touch with ex students and determine where they have so that they can use some as role models for current students.
- 7.60 The Panel noted that when the responsibility for providing impartial careers advice and guidance had passed to schools, no additional funding to provide for this had been made available. The school had made a decision to invest in the team. It had built support into its structure and made it top of its list of priorities but this had meant that other areas had been squeezed. They were less keen on buying in external support. In particular, they felt that there was not the same opportunity to develop a relationship with the young people.
- 7.61 The Panel also visited Highgate Wood School. Careers were first explored in Year 7 and further work undertaken in Year 8. This included games based around jobs and CV writing. Later on, a range of work was undertaken and this included reference to apprenticeships. In addition, visits to Oxford and Cambridge were also arranged for the more academically able.
- 7.62 Further work took place before pupils chose their GCSE options. Lots of advice is provided for pupils and they are also able to attend careers fairs. Advice and guidance on careers is provided externally and pupils are able to meet with the school's provider a number of times if they so wish.
- 7.63 An 'A' Level taster day is provided. In addition, colleges are invited to visit the school to talk to potential students. This year, 41% of pupils had gone onto the sixth form. The 6th Form was academically focussed but some subjects are difficult to fill, such as languages.
- 7.64 Those young people on the supported pathway have slightly more chance of becoming a NEET. There were currently 25 "not knowns" from last year. Of these, around 10 were probably NEETs. The figure for the previous year had been lower but last year's cohort had been a particularly challenging group. The school was nevertheless aiming to get the figures down to single figures.
- 7.65 On results day, the school's careers advice and guidance provider attended to

provide assistance for any pupils requiring it. The Panel noted that exam results will be available on-line in the future. This could be a problem as pupils will not have any incentive to contact the school following their results and it will therefore make tracking of progress even more difficult. The school felt that it might be necessary to undertake home visits in the future as a consequence of this.

7.66 Panel Members are of the view that the independent advice and guidance on careers provided by Northumberland Park School should provide a template for other schools in the borough. It also provides a clear indication of what is achievable. The school is particularly effective in identifying young people who are at risk at an early stage and taking action to address this. The school has made the issue a high priority and provided the resources necessary for an effective in-house service.

7.67 The Panel feels that schools should be held more accountable for the number of NEETs and not knowns that originate from them and challenged robustly where performance does not meet expectations. Each school is required to provide data to the Council and this should provide the necessary basis on which to motivate schools to improve their performance. The availability of GCSE results on-line will make the task of tracking young people more challenging and it is therefore essential that a proactive approach is adopted by all schools.

- *Recommendation 8: That measures be taken to provide greater challenge to schools on their performance in respect of the number of NEETs and not knowns originating from them where data shows performance falling below expectations.*

7.68 The Panel concurred with the view of officers that careers guidance in schools is variable and noted that one option that is being looked at by partners was the introduction of a kite mark for good quality independent advice and guidance. The Panel would strongly support this as a means of encouraging schools and colleges to improve their offer and achieve a greater level of consistency across institutions.

*Recommendation 9: That the proposal to introduce a kite mark for good quality independent advice and guidance on careers be supported.*

7.69 The Panel noted that Councillors, as corporate parents, have an important role to play in ensuring that looked after children are being provided with appropriate advice and guidance in respect of their career aspirations. They are of the view that specific guidance for them on this issue would enable them to perform this role better.

- *Recommendation 10; That, in respect of their role as corporate parents, specific guidance be provided for all Members on how independent careers advice should be provided for looked after children.*

## **8. Contribution to strategic outcomes**

8.1 As outlined in detail in the report, the issues in question are closely related to Corporate Priority 1 (Outstanding for All) and Corporate Priority 4 (Sustainable Housing Growth and Employment)

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

**Finance and Procurement**

9.1 This report sets out the recommendations of the Scrutiny Panel Project on Youth Transition. If the recommendations are accepted by the Overview and Scrutiny Committee they will be considered by the Cabinet who will respond. The Cabinet will only be able to accept recommendations if resources are identified for their implementation. In the light of the current financial climate it is very difficult to identify sufficient resources and so recommendations must be rigorously prioritised against existing work programmes.

9.2 Many of the recommendations outlined here should be low cost and can be met from existing resources. There will be a one off cost from carrying out the detailed survey in recommendation three and there may be costs from the development of the kitemark in recommendation nine. The provision of independent careers advice to Looked After Children would be a new cost but it may be possible to identify funding from existing budgets including the LAC pupil premium

**Legal**

9.3 The recommendations of the Children & Young People's Panel outlined in the report meet the strategic priorities from the Corporate plan and are within the general powers of the local authority under the Localism Act 2011 which provides the authority with a general power of competence.

9.4 Part Three of the Constitution provides for the OSC to receive reports and recommendations of its Scrutiny Review Panels and to further make reports or recommendations to the Cabinet or full Council.

9.5 The recommendations of the fall within the ambit of the Council's duties and powers.

**Equality**

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

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;

- Foster good relations between people who share those characteristics and people who do not.

9.7 The Panel has aimed to consider these duties within this project and, in particular;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

## **10. Use of Appendices**

None

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

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**Report for:** Overview and Scrutiny Committee – 1 March 2016

**Item number:** 14

**Title:** Work Programme Update

**Report authorised by :** Bernie Ryan, Assistant Director of Corporate Governance

**Lead Officer:** Christian Scade, Principal Scrutiny Officer, Democratic Services, 0208 489 2933, [christian.scade@haringey.gov.uk](mailto:christian.scade@haringey.gov.uk)

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

- 1.1 This report gives details of the 2015/16 work programme. This is also an opportunity for the Committee to reflect on the work of Overview and Scrutiny over the past year, to discuss the process for work programme development moving forward, and to discuss any topics to be taken forward.

**2. Cabinet Member Introduction**

N/A

**3. Recommendations**

3.1 That the Committee:

- (i) Considers the work programmes for the Overview and Scrutiny Committee and its panels, attached at **Appendix 1**;
- (ii) Approves the draft scoping documents for reviews concerning Community Safety in Parks; and Viability Assessments (Affordable Housing), attached at **Appendix 2**;
- (iii) Notes the next Scrutiny Cafe event will take place on 9 June 2016, subject to the schedule of meetings for 2016/17 being agreed by Full Council on 17 March 2016.

**4. Reasons for decision**

- 4.1 The work programme for Overview and Scrutiny was agreed by the Committee at its meeting on 27 July 2015. Arrangements for implementing the work programme have progressed and the latest plans for Committee and Panel meetings are outlined in **Appendix 1**.

## 5. Alternative options considered

- 5.1 The Committee could choose not to review its work programme however this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on any changes to the work programme.

## 6. Background information

- 6.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. At its first meeting of the municipal year, on 8 June 2015, the Overview and Scrutiny Committee agreed a process for developing the 2015/16 scrutiny work programme.
- 6.2 Following this meeting, a number of activities took place, including a public survey and Scrutiny Cafe, where over 90 suggestions, including a number from members of the public, were discussed by scrutiny members, council officers, partners, and community representatives. From these activities issues were prioritised and an indicative work programme agreed by the Overview and Scrutiny Committee in late July.
- 6.3 This item gives the Overview and Scrutiny Committee an opportunity to oversee and monitor its work programme and to suggest amendments. The work programme, attached at **Appendix 1**, reflects the overall structure of Overview and Scrutiny in Haringey which includes the overarching Committee as well as its four standing panels: Adults and Health; Children and Young People; Environment & Community Safety; Housing & Regeneration. Attached, at **Appendix 2**, are the scoping reports for the reviews of Community Safety in Parks; and Viability Assessments (Affordable Housing).
- 6.4 This item also provides an opportunity for the Committee to reflect on the work of Overview and Scrutiny over the past year, to discuss the process for work programme development moving forward, and to discuss any topics to be taken forward. It should be noted the next Scrutiny Cafe event will take place on Thursday 9 June 2016, subject to the schedule of meetings for 2016/17 being agreed by Full Council on 17 March 2016.

### Forward Plan

- 6.5 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3 month period.
- 6.6 To ensure the information provided to the Committee is up to date, a copy of the most recent Forward Plan can be viewed via the link below:
- <http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>
- 6.7 The Committee may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

## **Recommendations, Actions and Responses**

- 6.8 The issue of making, and monitoring, recommendations/actions is an important part of the scrutiny process. A verbal update on actions completed since the last meeting will be provided by the Principal Scrutiny Officer.

## **7 Contribution to strategic outcomes**

- 7.1 The individual issues included within the 2015/16 work plan were identified following consideration by relevant Members and officers of the priorities within the Corporate Plan. Their selection was specifically based on their potential to contribute to strategic outcomes.

## **8 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance and Procurement**

- 8.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

### **Legal**

- 8.2 There are no immediate legal implications arising from this report.
- 8.3 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.
- 8.4 In accordance with the Council's Constitution, the approval of the future scrutiny work programme and the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the Overview and Scrutiny Committee.
- 8.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

### **Equality**

- 8.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;

- Foster good relations between people who share those characteristics and people who do not.

8.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

8.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

## **9 Use of Appendices**

### **Appendix 1 – Work Programme**

- Overview and Scrutiny Committee
- Adults and Health Scrutiny Panel
- Children and Young People Scrutiny Panel
- Environment and Community Safety Scrutiny Panel
- Housing and Regeneration Scrutiny Panel

### **Appendix 2 – Scoping Reports for:**

- Community Safety in Parks
- Viability Assessments (Affordable Housing)

## **10 Local Government (Access to Information) Act 1985**

10.1 External web links have been provided in this report. Haringey Council is not responsible for the contents or reliability of linked websites and does not necessarily endorse any views expressed within them. Listings should not be taken as an endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

## Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
8 June 2015	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Leader state of the Borough report/ Council Priorities</li> <li>• Confirmation of memberships and terms of reference of scrutiny bodies</li> <li>• Work Programme development</li> <li>• Delegated Decision - Appointment of LBH reps to JHOSC</li> <li>• Scrutiny Annual Report</li> <li>• Verbal update on the scrutiny review projects from 2014/15</li> </ul>	<ul style="list-style-type: none"> <li>• To set out the Council’s priorities for the municipal year and enable strategic questioning to influence the Scrutiny work programme.</li> <li>• The report needs to be agreed to confirm the memberships and remits of the Panels. TORs would then be agreed by individual Panels.</li> <li>• To agree and develop the Committee’s work programme</li> <li>• To note the report, agreed by the CE</li> <li>• To consider and agree the draft annual report reviewing Overview &amp; Scrutiny work in 2014/15</li> <li>• To note the verbal update on continued scrutiny projects from the previous year (Housing, Worklessness and Youth Transition)</li> </ul>	<ul style="list-style-type: none"> <li>• Ben Hunt (Leader’s Office), Leader and Chief Executive or Assistant Chief Executive</li> <li>Martin Bradford (Policy Officer)</li> <li>• Christian Scade</li> <li>• To note the report, agreed by the CE</li> <li>• Martin Bradford</li> <li>• Martin Bradford, Rob Mack, Christian Scade</li> </ul>

## Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
27 July 2015	The Council's Performance Assessment - Quarter 4 and end of year 2014/15	To receive a brief update on 2014/15 performance and the new performance assessment arrangements going forward and how scrutiny can influence this.	Charlotte Pomery, Margaret Gallagher
	Cabinet Member Q&A – Resources & Culture (Cllr Arthur)	Cllr Arthur will provide a written briefing for the Q&A session focussing on the non-finance areas of his portfolio and will remain for the duration of the finance items below.	Cllr Arthur
	The Council's Financial Outturn 2014/15	To consider the General Fund, Housing Revenue Account (HRA), the Dedicated Schools Budget (DSB), the Collection Fund and the Capital Programme for 2014/15.	Neville Murton & Cllr Arthur
	Budget Monitoring 2015/16 Quarter 1	To review financial outturn figures for Q1 <i>(Officers invited to attend for the Finance items: Katherine Heffernan, Beverley Tarka, Jon Abbey)</i>	Neville Murton
	Implications for scrutiny of the Rotherham report and safeguarding	To receive a report on the lessons learnt from events in Rotherham	Zina Etheridge
	Confirmation of OSC and Scrutiny Panel Work Programmes	To confirm following the Scrutiny Cafe / discussions by the Panels	Martin Bradford, Rob Mack, Christian Scade
	Scrutiny reviews	a. Youth Transition (verbal update from Chair) b. Council's House Building Programme (interim) report c. Job Support market (interim) report	Cllr Hearn (a) & Martin Bradford (both items b & c)

## Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
19 October 2015	Consultation on revised Statement of Licensing Policy for Gambling Act 2005	'The statement of Gambling Policy forms part of the budget and policy framework (see Articles para 4.01 from the Constitution).	Daliah Barrett / Stephen McDonnell
	Budget Monitoring <ul style="list-style-type: none"> <li>• Period 5 Review</li> </ul>	Standard period 5 budget monitoring report which will include first review by scrutiny of the 2015-18 MTFS.	Neville Murton
	Priority Performance Update – Q2	To review the up-to-date performance data, which will have already gone live, and whether the right indicators are being presented and if linking to the priority objectives.	Charlotte Pomery / Margaret Gallagher
	Scoping reports for 2015/16 Scrutiny Projects	To out-line the aims and objectives, methodology and timescales for the agreed scrutiny projects for 2015/16, including Cycling, Early Years, Housing Viability.	Christian Scade / Rob Mack / Martin Bradford
	<p>Joined up enforcement</p> <p><i>Following discussion subsequent to the Scrutiny Cafe event, this issue will be considered by the OSC rather than the Environment and Community Safety Scrutiny Panel as this issue is cross cutting.</i></p>	<p>To receive a report from the Community Safety Team updating on the recommendations from the previous review, including what action has been taken to date and feedback from SLT.</p> <p><i>It is suggested that scrutiny could look at a number of issues, including: how other boroughs are approaching the issue; publicity and communications with residents; how to increase the perception of risk so that people are less likely to offend; houses in multiple occupation (HMOs) and licensing; anti-social behaviour; and progress made with implementing recommendations from previous scrutiny reviews.</i></p>	Stephen McDonnell / Eubert Malcolm / Alison Crowe
	Finsbury Park Events Scrutiny Project	Final report	Christian Scade

## Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Job Support Market Scrutiny Project	Final report	Martin Bradford
	Council's House Building Programme Scrutiny Project	Final report	Martin Bradford
	Youth Transition Scrutiny Project	Progress report – verbal update	Rob Mack
30 November 2015	Welfare Reform	To consider a report on the impact of welfare reform, including Universal Credit and Benefits Cap.	Kathryn Booth/ Jim Brady (Cc in Mark Rudd / Tracie Evans)
	Social Inclusion	A report will be prepared to set the scene / highlight areas for discussion and will provide links to items included in the scrutiny work programme. Various documents to be attached to the cover report.	Kathryn Booth / Jeanelle de Gruchy (Cc in Zina Etheridge and Erica Ballmann)
	Cabinet Member Q&A <ul style="list-style-type: none"> <li>• Economic Development, Social Inclusion and Sustainability</li> </ul>	Following the item on Social Inclusion (above), at the request of the Chair, the Cabinet Member will provide an update on the following issues as part of the Q & A session: <ul style="list-style-type: none"> <li>- Economic Development</li> <li>- 40/20 and carbon reduction</li> <li>- Chicken Town (and GLA opportunities fund)</li> </ul>	Cllr Goldberg / Tom Redfearn
17 December 2015	Cabinet Member Q&A – Resources & Culture (Cllr Arthur)	Cllr Arthur to provide a briefing for the Q&A item focussing on his portfolio, including updates on libraries and culture.	Cllr Arthur / Joe McBride
	Workforce Plan	An opportunity to set the scene and for scrutiny to review work that has taken place during Year 1. In addition this is an opportunity to consider: (a) key milestones moving forward in relation to Years 2 and 3, (b) equality audit findings and draft action plan (c) data in relation to the Haringey's workforce profile.	Jackie McGeachie / Carol Engwell / Daksha Desai
	Business Infrastructure	Corporate Programme Update / Monitoring	Brett McKee / Tracie Evans / David Hunt
	Spending Review Update	General update on the spending review	Neville Murton

**Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
25 January 2016	Cabinet Member Q&A – Leader	Areas of discussion to be confirmed following further dialogue between the Chair of OSC and the Leader of the Council.	Cllr Kober / Ben Hunt
	Budget Monitoring	Period 8 Review	Neville Murton
	Priority Performance Update	Quarter 3	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
	Budget Proposals – Budget Scrutiny	As agreed by OSC in October 2015 scrutiny of the 2016/17 budget, which is part of the approved MTFS 2015 – 2018, will be undertaken by the Overview and Scrutiny Committee (only) at its meeting in January 2016.	Neville Murton
	Revised Panel Membership		Felicity Foley
	Scope and Terms of Reference for the Social Inclusion Review	To be included as part of the standing work programme item.	Martin Bradford / Christian Scade
	Treasury Management Strategy Statement		George Bruce
8 March 2016	Finsbury Park Events Review Update	Monitoring of previous scrutiny recommendations	Simon Farrow
	Customer Services Transformation	Corporate Programme Update / Monitoring	Tracie Evans / Andrew Rostom / Cllr Arthur
	Bedroom Tax Update - Monitoring of Previous Scrutiny Recommendations	This was discussed by Committee in November 2015. It was agreed that this item should monitor previous scrutiny recommendations relating to the Bedroom Tax.	Andrew Billany / Sean Gardner
	Treasury Management Partnership with GLA		George Bruce / Tracie Evans
	Scrutiny Projects 2015/16 – Final Reports	Approval of final reports - CIL - Youth Transition	Christian Scade / Rob Mack / Martin Bradford

## Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses

**Items still to be scheduled:**

- **Corporate Parenting:** to review how the Council performs its corporate parenting responsibilities as requested by OSC in July 2015 – still to be scoped.
- **Monitoring of Previous Scrutiny Projects – carried out by the Overview and Scrutiny Committee**
  - Monitoring of Finsbury Park Events Scrutiny Project Recommendations – Summer 2016 and March 2017 (TBC)
  - Monitoring of Job Support Market Scrutiny Project Recommendations (TBC)
- **Equality Impact Assessments:** How can scrutiny use EqIAs to examine council/ partner policy changes, and how can scrutiny mainstream an understanding of equality into its own work, in order to become more effective?
- **Post-16 Education and Training** – Chair to meet with Vicky Clark to discuss and scope
- **Capital Strategy – June 2016**
  - For consideration by OSC before Full Council in July 2016
- **Workforce Plan – June 2016 (TBC)**
  - Following the December item this is an opportunity to “look ahead” to work streams for Years 2 and 3 and to consider findings from the staff survey. For further discussion with Jackie McGeachie, Carol Engwell and Daksha Desai
- **Scrutiny Annual Report 2015/16 – June 2016**
  - With a clear focus on scrutiny work undertaken in relation to safeguarding children – requested by OSC in July 2015.

## Appendix 1 – Overview and Scrutiny Committee Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
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- **The Council’s Financial Outturn 2015/16 – July 2016**
- **End of Year Priority Performance Report – July 2016**
- **Scrutiny Self-Assessment / Peer Review** – to report back to OSC on effectiveness in **December 2016**
  - This request was made by OSC in July 2015 ref agenda items 12 and 16 – see minutes / agenda for full details.
  - Scoping of this review to take place during August 2016
- **Welfare Reform Update – Date TBC**
  - Update on the action plan / work being carried out by the Welfare Reform Club on the cumulative impact of welfare reform. (Jim Brady / Amelia Hadjimichael)
- **Joint Enforcement Update** – progress update following officer briefing paper to OSC outside of meeting (Eubert Malcolm)
- **Council’s Statement of Gambling Policy / Local Area Profiles -- Date TBC**
  - This item relates to the “Consultation on revised Statement of Licensing Policy for Gambling Act 2005” [item considered by OSC in October 2015](#). (Daliah Barrett, Licensing Team Leader)

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## Work Programme 2015/16 – Adults and Health Scrutiny Panel

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
29 June 2015	Primary Care in Haringey	<p>An update on “Primary Care in Haringey” – including the Premises Task and Finish Group.</p> <p>Using the report from <a href="#">January 2015</a> as a template this item will provide an update on (a) Access to GPs/Buildings; (b) Primary Care Models moving forward; and (c) GP Co-Commissioning.</p> <p>In addition, this is an opportunity to look at options for scrutiny involvement moving forward, for example input from / questioning of NHS England.</p>	<p>Cassie Williams, Head of Quality and Performance, Haringey CCG</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p>
Cont...PTO	The principles and methodology that will support the consultation and co-production process for proposed changes to adult care services	<p>An update on the redesign and re-provision of Adult Social Services – using the 16 June Cabinet report as a template.</p> <p>This paper informs Members of the principles and methodology that will support the consultation and co-production processes.</p> <p>The Cabinet Member for Health and Wellbeing will be in attendance for Q&amp;As.</p>	<p>Cabinet Member for Health and Wellbeing Councillor Peter Morton</p> <p>Beverley Tarka, Interim Director Adult Social Services</p> <p>Charlotte Pomery, Assistant Director Commissioning</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
29 June 2015	Quality Assurance and the Care Quality Commission in Haringey	<p>To receive an update/info on:</p> <ul style="list-style-type: none"> <li>- The LBH improvement plan in relation to <a href="#">the CQC Sevacare – Haringey Inspection Report (May 2015)</a> with information requested in relation to the strategic direction of the council as an enabler to support a diverse market place.</li> <li>- The progress that had been made in delivering the improvement plan for KLOE 5 – “<i>Is the service well led?</i>” in relation to the CQC Inspection of Haringey’s Community Reablement Service (<a href="#">Update requested by the Scrutiny Panel in March 2015</a>).</li> <li>- Options for keeping scrutiny informed of CQC inspections to ensure panel members are aware of, and are able to provide input to, trends emerging, especially in terms of safeguarding. This should include options for planned inspections and services where the inspections have already reported.</li> </ul>	<p>Beverley Tarka, Interim Director Adult Social Services</p> <p>Charlotte Pomery, Assistant Director Commissioning</p>
	Scrutiny Work Programme Development	To set out some basic principles of good work programming and to provide an update on the public survey and Scrutiny Cafe.	Christian Scade, Principal Scrutiny Officer

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
5 October 2015	Care Quality Commission Inspection Programme	<p>An opportunity for Members of the Panel to hear about the CQC's strategic approach to their regulatory and quality improvement work as well as to understand issues and trends arising from recent inspections locally as they affect Haringey residents.</p> <p>CQC to set out their future work programme and highlights from inspections already carried out.</p> <p>Martin Haines, Inspection Manager, CQC to attend.</p>	<p>Charlotte Pomery, Assistant Director Commissioning</p> <p>Martin Haines, Inspection Manager, CQC</p>
	Quality Assurance and Safeguarding	<p>Update report to include the following:</p> <ul style="list-style-type: none"> <li>- Draft QA Framework to be provided to the panel for comment before the framework is considered by SAB in October;</li> <li>- Case studies and information on roles and responsibilities;</li> <li>- Options for scrutiny involvement moving forward;</li> <li>- Report to outline how the framework will ensure links between quality assurance and safeguarding are understood and followed through.</li> </ul>	<p>Charlotte Pomery, AD Commissioning</p> <p>Beverley Tarka, Director Adult Social Services</p>
	Health and Social Care Integration	<p>This item will provide an update on the corporate programme to set the scene but will focus on the Better Care Fund.</p>	<p>Beverley Tarka, Director Adult Social Services</p> <p>Marco Inzani Commissioning Lead for Better Care Fund</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Work Programme Update	A standing item to ensure the panel's work programme is kept under review throughout the year.	Christian Scade, Principal Scrutiny Officer
5 November 2015	The consultation and co-production process for proposed changes to adult care services	To look at how the process was conducted	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD Commissioning
	Mental Health and Wellbeing Updates	This item will cover: <ul style="list-style-type: none"> <li>- Monitoring of actions outlined in the Joint Mental Health and Wellbeing Framework. <a href="#">For further information please see the minutes from the March 2015 AHSP meeting.</a></li> <li>- Monitoring of the recommendations made by the Transition from Child to Adult Mental Health Service Scrutiny Project. <a href="#">The Executive Response was considered by Cabinet in June 2015.</a></li> </ul>	Dr Tamara Djuretic, Assistant Director of Public Health  Shelly Shenker, CCG  Catherine Swaile, CCG
	Access to GPs	Since the start of 2015 the Panel has received several updates concerning Primary Care in Haringey.  Moving forward, and in view of the plans for Tottenham Hale, the Scrutiny Panel have invited NHS England to attend their meeting on 5 November.	Jonathan Weaver, NHS England  Cassie Williams, Assistant Director of Primary Care Quality & Development

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		With NHS England responsible for commissioning primary care (recognising there are now co-commissioning arrangements in place), and having already heard from Haringey CCG, the Panel would like an update from NHS England. The issues for discussion include (a) plans for Tottenham Hale, (b) plans being developed out of the Strategic Premises Plan, and (c) an update on the premises infrastructure fund bid.	Dr. Jeanelle de Gruchy Director of Public Health
	Work Programme Update	A standing item to ensure the panel's work programme is kept under review throughout the year.	Christian Scade, Principal Scrutiny Officer
18 January 2016	Foot Care	<p>Consideration of issues discussed as part of the Scrutiny Cafe (June 2015) and Public Survey (May/June 2015).</p> <p>Panel members to meet with service users in December/January (date TBC) to gain a better understanding of various issues, raised at the Scrutiny Cafe and Public Survey.</p>	<p>Beverley Tarka, Director Adult Social Services</p> <p>Marco Inzani Commissioning Lead BCF</p>
	Better Care Fund (BCF) Update	<p>In October 2015 the Panel asked for an update on the BCF.</p> <p>It was agreed that this should focus on Non- Elective admissions and the deep dive / analysis taking place in relation to Care Home and Falls Outcomes.</p>	<p>Marco Inzani Commissioning Lead BCF</p> <p>Beverley Tarka, Director Adult Social Services</p> <p>Charlotte Pomery,</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		Information will also be provided on the Care Home Market.	AD Commissioning
	LGA Peer Challenge <i>"Commissioning for Better Outcomes"</i>	An opportunity for scrutiny to focus on issues/actions relating to promoting a sustainable and diverse market place.  This should include the executive summary, and the recommendations, from the peer review. Charlotte Pomery will also provide information on "the market" to enable Members to have a picture and some analysis of the services residents receive from the market.	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD Commissioning
	The Provider Market	This report will focus on the multi agency approach to safeguarding and quality assurance in relation to the provider market.	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD Commissioning
	Cabinet Member Questions – Cabinet Member for Health and Wellbeing	Q&A session (TBC) with the Cabinet Member for Health and Wellbeing, Councillor Peter Morton, focusing on the process for co-production during the implementation of decisions, made by Cabinet in November 2015, in relation to changes to adult care services.	Cllr Peter Morton / Daisy Daventry
	Work Programme Update	A standing item to ensure the panel's work programme is kept under review throughout the year.	Christian Scade, Principal Scrutiny Officer
11 February 2016	Budget (and Performance) Monitoring – Priority 2	In October 2015 the main Overview and Scrutiny Committee agreed each scrutiny panel could set a date, during the course of	Beverley Tarka, Director Adult Social Services

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	<i>“Enable all adults to live healthy, long and fulfilling lives”</i>	<p>each year, to undertake a review of their areas overall service and financial performance, taking into account previous years’ performance, the current year’s estimated outturn position and future changes as set out in the Council’s MTFS. The outcome from each review will be considered by the full O&amp;S Committee at the next meeting where the Council’s overall quarterly budget performance is considered.</p> <p>To set the scene information will be provided at the start of the meeting in relation to the P2 Priority Performance Dashboard.</p>	<p>Katherine Heffernan, Head of Finance (to liaise with CCG colleagues)</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p> <p>Charlotte Pomery, AD Commissioning</p> <p>Cabinet Member for Health and Wellbeing, Councillor Peter Morton</p>
1 March 2016	Primary Care Update (Report)	<p>To focus on the strategic direction for Primary Care in Haringey, and New Models of Primary Care. This will include updates on: pro-active care; premises; access; and prevention. Consideration to be given to how these issues link to the Priority 2 dashboard</p> <p><a href="http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together/p2">http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together/p2</a></p>	Cassie Williams, Assistant Director of Primary Care Quality & Development
	Mental Health and Wellbeing Framework – Priority 2 (Presentation)	<p>In November 2015 the Panel agreed that an update, specifically related to Priority 2 (of the framework) and the Overview and Scrutiny CAHMS transition review recommendations should be scheduled for March 2016.</p>	<p>Tamara Djuretic, AD Public Health</p> <p>Shelly Shenker, CCG</p> <p>Catherine Swaile, CCG</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	High Level Project Plan for Day Opportunities Transformation (Presentation)	The panel will receive a presentation on the high level project plan for Day Opportunities Transformation.	Beverley Tarka, Director Adult Social Services
	Neighbourhoods Connect (Update Report)	<p>On 29 June 2015 the Adults and Health Scrutiny Panel discussed a number of suggestions in relation to loneliness and isolation. Following further discussion, with the Panel Chair and officers, it's been agreed the Panel should receive an update report on "Neighbourhoods Connect".</p> <p>This update report will include:</p> <ul style="list-style-type: none"> <li>- What's in place across the borough</li> <li>- "Who's doing what / where?"</li> <li>- Mapping of activity and key milestones moving forward</li> </ul>	<p>Beverley Tarka, Director Adult Social Services</p> <p>Charlotte Pomery, AD Commissioning</p>
	Cabinet Member Q&A	"Review of the Year" with a focus on Objective 1, Priority 2.	Cabinet Member for Health and Wellbeing Councillor Peter Morton
	Adult Safeguarding (Update)	This item has been requested in relation to the recent BBC London report which reported that there had been a lack of care and support for an elderly lady living at home with dementia.	Beverley Tarka, Director Adult Social Services
	Work Programme	End of Year Update	Christian Scade, Principal Scrutiny Officer

**Items to be scheduled / rolled over to 2016/17:**

- Men's Health Review – from 2011/12 – monitoring of previous recommendations
- Care Quality Commission Inspection Programme – October 2016
  - o This annual item – with input from the CQC - was requested by the Panel in October 2015.
- SAB Annual Report – to become an annual item – dates TBC .
- Alcohol and Tobacco - for further discussion with the Director of Public Health based on priorities outlined in Health and Wellbeing Strategy.
- Quality Accounts: North Middlesex University Hospital NHS Trust
  - o Following the joint briefing with LB Enfield in August 2015 the Trust suggested a follow up briefing could take place in January or February 2016 (TBC)
- Various work programme suggestions were put forward for future scrutiny by OSC in [Jan 2016](#) and by the Panel in [Jan 2016](#) and [Feb 2016](#)
  - o These can be viewed via the minutes (once published) via the hyperlinks above and will need to be picked up in developing the 2016/17 work programme.

**Items not taken forward:**

- Obesity
  - o Following an informal briefing on the panel's work programme, held on 9 September 2015, it was agreed that time and resources, at this stage, should be prioritised by scrutinising, and preparing for, other items listed on the work programme.
- Paediatric A&E attendances and admissions.
  - The issue of A&E attendances and admissions was picked up by the NCL JHOSC at their meeting in September 2015

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**Work Programme 2015/16 – Children and Young People's Scrutiny Panel**

<b>Meeting Date</b>	<b>Agenda Item</b>	<b>Details and desired outcome</b>	<b>Lead Officer / Witnesses</b>
<b>9 July 2015</b>	Corporate Plan, Priority 1: Best Start in Life	- In order to inform the development of the work plan for 2015/16, to receive a presentation on actions to address Priority 1 within the Council's Corporate Plan; "Enable every child and young person to have the best start in life, with high quality education".	James Page - Head of Transformation and Strategy, CYPS
	Panel Project on Youth Transition - Interim Report	- To agree preliminary findings and further work to be undertaken as part of the Panel's project on youth transition	Cllr Kirsten Hearn – Chair of Panel Rob Mack – Principal Scrutiny Support Officer
	Work Programme Update	- To agree items for prioritisation within the work plan for the Panel for recommendation to the Overview and Scrutiny Committee.	Rob Mack – Principal Scrutiny Support Officer
<b>16 November 2015</b>	Cabinet Member Q&A	- To question the Cabinet Member for Children and Families on her portfolio and, particular, progress against targets under Corporate Priority 1 – Best Start in Life.	Councillor Anne Waters, Cabinet Member for Children and Families
	School places	- Areas for consideration; (i) Capacity building for school places in areas within the borough which are earmarked for regeneration and new housing; and	Anton Francic & Jane Blakey – Assistant Directors for Schools and Learning

		(ii). Projected changes to trends in volume of new school starters in years ahead and what this means for capacity planning.	
	Child Obesity;	- To report on progress with action to address child obesity.	Debbie Arrigon and Susan Otiti – Public Health
<b>1 February 2016</b>	Child Safeguarding and preventing violence against the child.	<ul style="list-style-type: none"> <li>- The Overview and Scrutiny Committee agreed at its meeting on 27 July that the Panel would invite Sir Paul Ennals, the Chair of the Local Safeguarding Children's Board (LSCB,) to attend to review the work of the Board and the effectiveness of partnership working. He will also introduce the Annual Report of the LSCB.</li> <li>- The Committee also agreed that the Panel would review the effectiveness of local arrangements for tackling child sexual exploitation in Haringey. The Panel will be receiving a report of the outcome of the recent diagnostic report on child sexual exploitation/missing from home.</li> </ul>	<p>Sir Paul Ennals – Chair of Haringey LCSB</p> <p>Neelam Bhardwaja, Assistant Director for Children's Services - Safeguarding and Support</p>
	Educational Attainment Performance for different groups – including children with SENDs.	- To report on educational attainment and performance for different groups, including children with SENDs. Data on performance broken down into different groups, including children with SENDs, as well as ethnicity, age, household income etc.	Anton Francic & Jane Blakey – Assistant Directors for Schools and Learning
	Review on Disproportionality in the Youth Justice System	- To agree the draft scope and terms of reference	Chair

<b>3 March 2016</b>	Cabinet Member Q&A	To question the Cabinet Member for Children and Families on her portfolio and, in particular, progress with the proposed closure of Children's Centres	Councillor Anne Waters, Cabinet Member for Children and Families
	Foster carers and adoption:	To consider: (i). Current developments in adoption, fostering and special guardianship, including recruitment of in-house foster carers and other performance issues; (ii). Planned reforms under the Education & Adoption Bill going through Parliament and their implications for Haringey, including regionalisation of adoption; (iii). How the voice of the child is taken into account.	Neelam Bhardwaja, Assistant Director for Children's Services - Safeguarding and Support
	Youth Transition Review	To approve the final report and recommendations	Chair

Reviews TBA

- Early Years
- Early Help

Items TBA

Child obesity – Progress with plans to address the issue, including performance data.

Children's Centres: Report on the impact of closures. (October/November 2016)

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**Work Programme 2015/16 - Environment and Community Safety Scrutiny Panel**

<b>Meeting Date</b>	<b>Agenda Item</b>	<b>Details and desired outcome</b>	<b>Lead Officer / Witnesses</b>
29 June 2015	Corporate Plan Priority 3 - Delivery Plan	- In order to inform the development of the work plan for 2015/16, to receive a presentation on actions to address Priority 3 within the Council's Corporate Plan; "A clean, well maintained and safe borough where people are proud to live and work".	Alison Crowe – Programme Manager, Environment and Community Safety
	Work Programme Update	- To agree the items for prioritisation within the work plan for the Panel for recommendation to the Overview and Scrutiny Committee.	Rob Mack – Principal Scrutiny Support Officer
13 October 2015	Cabinet Member Q&A; Environment	- To question the Cabinet Member for Environment on current issues and plans arising for his portfolio.	Cllr Stuart McNamara, Cabinet Member of Environment, and officers
	Reducing Waste	- To consider action to change behaviour to reduce the amount of waste (including fly tipping) requiring disposal, including the balance between enforcement and encouragement and reference to approaches followed in other boroughs(Newham suggested as a particularly good example	Tom Hemming – Waste Strategy Manager, Environment and Community Safety  NLWA
	Update on progress with the implementation of the recommendations of the	- To update the Panel on progress with the implementation of the Waste and Recycling scrutiny review and bring current issues to the attention of the	Tom Hemming – Waste Strategy Manager, Environment and Community Safety

	Scrutiny Review of Waste and Recycling Parts I and II: New waste and recycling system and further policy options to increase recycling.	Panel.	Graham Jones – Interim Neighbourhood Action Team Manager, Environment and Community Safety  Veolia
	Finsbury Park Events Scrutiny	- To update the Panel on emerging recommendations from the review on Finsbury Park events being undertaken by the Overview and Scrutiny Committee in order that any comments/observations may be fed in.	Cllr Wright – Chair of Overview and Scrutiny Committee
	Scoping report on Cycling project.	- To agree the scope and terms of reference of the Panel's in depth piece of work on cycling.	Rob Mack – Principal Scrutiny Support Officer
12 November 2015	Cabinet Member Q&A; Communities	- To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.	Cllr Bernice Vanier, Cabinet Member for Communities, and officers
	Community Safety Partnership	- To invite comments from the Panel on current performance issues and priorities for the borough's Community Safety Partnership. To include the following: <ul style="list-style-type: none"> <li>• Crime Performance Statistics; Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues.</li> <li>• Neighbourhood Policing Model; Latest developments in respect of the Neighbourhood Policing Model and its implications for Haringey and the future of Tottenham Police Station.</li> <li>• Community Engagement and Confidence; Plans by the Community Safety Partnership to engage</li> </ul>	Eubert Malcolm – Head of Community Safety and Regulatory Services  Claire Kowalska – Community Safety Strategic Manager  Amanda Dellar – Deputy Police Borough Commander

		with the community and increase levels of confidence.	
	Licensees	- To report back on work undertaken by the Police to develop improved links between licensees within the borough and community safety and regulatory agencies.	Daliah Barrett – Regulatory Services Manager, Environment and Community Safety
18 January 2016	Cabinet Member Q&A; Environment	- To question the Cabinet Member for Environment on current issues and plans arising for his portfolio	Cllr Stuart McNamara, Cabinet Member of Environment, and officers
	Waste, recycling and street cleansing data	- To consider and comment on the latest recycling and street cleansing data	Tom Hemming – Waste Strategy Manager, Environment and Community Safety
	Update on progress: Interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur redevelopment.	- To monitor progress with the implementation of the recommendations of the review.	Ann Cunningham – Head of Traffic Management, Environment and Community Safety.
	Community Safety in Parks	- To approve the scope and terms of reference for this review.	Chair
1 March 2016	Cabinet Member Q&A; Communities	- To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.	Cllr Bernice Vanier, Cabinet Member for Communities, and officers

	Violence Against Women and Girls.	<ul style="list-style-type: none"> <li>- To report on;                             <ul style="list-style-type: none"> <li>• The Violence Against Women and Girls strategy;</li> <li>• Current performance issues; and</li> <li>• Progress to date with the implementation of the recommendations of last year’s scrutiny review.</li> </ul> </li> </ul>	Victoria Hill Interim Strategic Violence Against Women and Girls Lead
	Licensees	<ul style="list-style-type: none"> <li>- To report back on progress with work undertaken by the Police to develop improved links between licensees within the borough and community safety and regulatory agencies.</li> </ul>	Daliah Barrett – Regulatory Services Manager, Environment and Community Safety
	Team Noel Park Pilot	<ul style="list-style-type: none"> <li>- To report on progress with the Noel Park Pilot</li> </ul>	Tom Hemming – Waste Strategy Manager, Environment and Community Safety

Items TBA

Islamophobia

Action by the Police to Improve Confidence

Night Time Levy

### Housing & Regeneration Scrutiny Panel Work Programme 2015/16

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
<b>13<sup>th</sup> October 2015</b>	Cabinet Q & A	To question Cabinet Member for Planning on their portfolio.	Cllr Demirci Stephen Kelly, AD Planning Service
	Homelessness	To report back from site visit to APEX House and Housing Options Team  To decide options for any further enquiry.	Martin Bradford, Scrutiny Officer  Denise Gandy, Director of Housing Demand, Homes for Haringey
	Haringey Housing Strategy	To enable members to comment on the strategy within the consultation period (closes 18 <sup>th</sup> October) and Identify future areas for pre decision scrutiny (emerging strategies and policies)	Mustafa Ibrahim, Head of Commissioned Services (Housing)
	Homes for Haringey	An update on the future of Homes for Haringey – outline dates for future key decisions.	Mustafa Ibrahim, Head of Commissioned Services (Housing)
	Community Infrastructure Levy	To approve scoping report	Martin Bradford, Scrutiny Officer
	Viability Assessment	To approve scoping report	Martin Bradford, Scrutiny Officer
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
<b>16<sup>th</sup> November 2015</b>	Cabinet Q & A	To question Cabinet Member for Housing & Regeneration on their portfolio.	Cllr Strickland Mustafa Ibrahim Head of Commissioned Services (Housing), Andrew Billany,

			Chief Officer, Homes for Haringey
	Tottenham Regeneration Programme	Corporate Programmes — consultation processes  Report back on site visit to 693 High Road, Love Lane and Northumberland Park (w/b 9 <sup>th</sup> November) <ul style="list-style-type: none"> <li>- Illustrative example of estate regeneration and challenges</li> <li>- Identification of major development projects</li> </ul>	Helen Fisher, Director of Tottenham Regeneration  Martin Bradford, Scrutiny Officer
	Empty Homes	To report on the nature and scale of this issue in both Homes for Haringey and private sector and what programmes are in place to bring these back in to use.	Andrew Billany/ Steve Russell
	Haringey Housing Strategy	To report back on the consultation outcomes. Identify future areas for pre decision scrutiny (emerging strategies and policies)	Mustafa Ibrahim, Head of Commissioned Services (Housing)
	Community Infrastructure Levy	To update on scrutiny in a day project	Martin Bradford, Scrutiny Officer
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
<b>3<sup>rd</sup> December</b>	Community Infrastructure Levy	Scrutiny in a day – evidence gathering  Developing the governance arrangements for spending the neighbourhood proportion of the Community Infrastructure Levy.	Panel, Expert Witness Planning Officers, Neighbourhood Forums & Developer

<b>18<sup>th</sup> January 2016</b>	Cabinet Q & A	To question Cabinet Member for Planning on their portfolio.	Cllr Demirci Stephen Kelly, AD Planning Service
	Community Engagement with Planning	Monitoring of implementation of recommendations of previously completed review.	Stephen Kelly, AD Planning Service (TBC)
	Improving quality of Private rented Sector	Update on plans to implement selective licensing	Steve Russell / Andrew Billany (TBC)
	Viability Assessment	To approve final report of Community Infrastructure Levy report.	Martin Bradford, Scrutiny Officer
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
<b>3<sup>rd</sup> March 2016</b>	Cabinet Q & A	To question Cabinet Member for Housing & Regeneration on their portfolio.	Cllr Strickland
	Registers Housing Providers	Update on implementation of Preferred Partnership Status,	Mustafa Ibrahim
	Older Peoples Housing*	Supported Housing - review	Mustafa Ibrahim (TBC)
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
	Annual Panel Assessment	What has worked and hasn't worked. Items to carry forward to 2016/2017	Panel
<b>7<sup>th</sup> April 2016</b>	Housing Viability	Scrutiny in a day – evidence gathering	Panel, Expert Witness Planning Officers, Developer

**Still to schedule:**

- (1) Balance of provision for employment and housing in local development plans and local high streets – subject to meeting with Chair and Cllr Sahota (December 2015)
- (2) New Tenancy Strategy to be agreed in early 2016.
- (3) Homelessness strategy

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## Environment and Community Safety Scrutiny Panel

### Community Safety in Parks Review; Scope and Terms of Reference (2015/16)

Review Topic	Crime in Parks
<b>Rationale</b>	<p>Following two recent incidents, concerns have been raised with Members regarding crime in parks and how it can be addressed effectively within current resource constraints so that residents feel safer when using them.</p> <p>It is proposed that the review look at how parks can both be made safer and feel safer for park users. In doing this, it will examine a range of issues, including;</p> <ul style="list-style-type: none"> <li>- Rough sleeping and drinking;</li> <li>- Anti social behaviour;</li> <li>- Traffic management;</li> <li>- Resource issues, including presence in parks;</li> <li>- How crime can be “designed out”;</li> <li>- By laws and enforcement; and</li> <li>- The locking and unlocking of parks;</li> </ul> <p>The review will also look at how other similar London boroughs address the issue and especially action that has proven effective elsewhere.</p>
<b>Scrutiny Membership</b>	<p>Members of the Environment and Community Safety Scrutiny Panel will carry out this review:</p> <p>Councillors: Adam Jogee (Chair), Pat Berryman, John Bevan, Barbara Blake, Sarah Elliott, Bob Hare and Sheila Peacock</p>

	Co-opted Member: Mr I Sygrave (Haringey Association of Neighbourhood Watches)
<b>Terms of Reference (Purpose of the Review/Objectives)</b>	To consider and make recommendations to the Council's Cabinet for improvements that can be made by the Council and its partners on how they address both crime and fear of crime in parks.
<b>Links to the Corporate Plan</b>	This review relates to Priority 3 – “A clean, well maintained and safe borough where people are proud to live and work”  Objective 2 is: “To make our streets, parks and estates clean, well maintained and safe”.
<b>Evidence Sources</b>	This will include: <ul style="list-style-type: none"> <li>- Data on crime in parks, including hotspots;</li> <li>- Benchmarking information from other boroughs;</li> <li>- Haringey Community Safety Strategy 2013 - 17</li> </ul>
<b>Witnesses</b>	The following witnesses will be invited to take part in the review / submit evidence: <ul style="list-style-type: none"> <li>- Simon Farrow, Head of Direct Services, E&amp;CS</li> <li>- Sarah Jones, Events and Partnerships Manager, E&amp;CS</li> <li>- Police (including Neighbourhood Watch Co-ordinator)</li> <li>- Haringey Friends of Parks Forum</li> <li>- Alexandra Palace and Park</li> </ul>

<p><b>Methodology/Approach</b></p>	<p>A variety of methods will be used to gather evidence, including:</p> <ul style="list-style-type: none"> <li>- Desk top research</li> <li>- Evidence gathering sessions/workshops with witnesses</li> <li>- Visits or evidence from local authorities who have been successful in addressing crime in parks</li> </ul> <p>The review will begin with a scene setting session detailing current practice and issues as well as providing relevant data and benchmarking with other local authorities. Consideration will be given to undertaking the remaining evidence gathering in a single “Scrutiny in a Day” session.</p>
<p><b>Equalities Implications</b></p>	<p>All sections of the community benefit from access to parks but they are particularly beneficial to those who may not otherwise have access to green space. Those who come into this category are likely to include a disproportionate number of people from lower socio-economic groups within the community, a large percentage of whom will come from ethnic minorities. In addition, parks are also heavily used by people with parental responsibilities, the majority of which are likely to be women.</p>
<p><b>Timescale</b></p>	<p>It is envisaged that the final report of the review will be approved by the first meeting of the Overview and Scrutiny Committee of 2016/17.</p>
<p><b>Reporting arrangements</b></p>	<p>A response to the recommendations within the final report will be prepared for submission to the Cabinet by the Assistant Director for Environmental Services and Community Safety. There may also be a need for the recommendations to be considered by the Community Safety Partnership should they impact on partnership activity.</p>
<p><b>Publicity</b></p>	<p>The project will be publicised through the scrutiny website and scrutiny newsletter providing details of the</p>

	<p>scope and how local people and community groups may be involved. The outcomes of the review will be similarly published once complete.</p>
<p><b>Constraints/ Barriers/Risks</b></p>	<p><b>Risks:</b>                  Not being able to get key evidence providers to attend on the agreed date of evidence gathering.                  Not being able obtain evidence from key informants e.g. local authorities</p>
<p><b>Officer Support</b></p>	<p><b>Scrutiny Support:</b></p> <ul style="list-style-type: none"> <li>- Rob Mack, Principal Scrutiny Officer</li> </ul> <p><b>Service Support:</b></p> <ul style="list-style-type: none"> <li>- Stephen McDonnell, Assistant Director Environmental Services and Community Safety</li> <li>- Sarah Jones, Events and Partnerships Manager</li> <li>- Simon Farrow, Head of Direct Services</li> <li>- Eubert Malcolm, Head of Community Safety and Regulatory Services</li> </ul>

## Appendix 2b - Haringey Scrutiny Project – Viability Assessments (Affordable Housing)

Review Topic	Viability Assessments
<b>Rationale</b>	<p>Of the 42,870 affordable homes delivered in across the UK 2013/, it is estimated that approximately 60% would have been funded by developers through S106 planning gain contributions.</p> <p>Planning applications for major developments are normally required by planning polices in the Local Plan to make a range of appropriate and necessary contributions – either through cash or direct on site provision. Recent changes in legislation (Localism Act 2011) and National planning Policy Guidance (NPPF) mean that where the effect of S106 obligations renders a development unviable, developers are entitled to ask that the Local Planning Authority (LPA) consider reducing these obligations in order to ensure that development comes forward. LPA’s are obliged to consider such requests. Against this background, it is now commonplace for planning application to be supported by a financial appraisal submitted by the developer.</p> <p>Councils including Haringey employ independent advisors to review the appraisals to verify the costs, values and other assumptions made by the developer. Viability assessments are normally made available to members of Planning Committees when applications are reported to them. In most councils this is done on a confidential basis. However some councils (e.g. the City of Westminster) require applicants to submit a full and a redacted version of their viability assessment, along with a justification for the components of the report</p>

that have been redacted. The redacted assessment is published in a form agreed by the authority. Islington has just finished consulting on a proposal to publish its viability assessments. However, under the proposed scheme, if an applicant considers that any element of a viability assessment should be kept confidential, they can provide a justification for why disclosure would cause harm to their commercial interests / the public interest and the council may redact the document as a result.

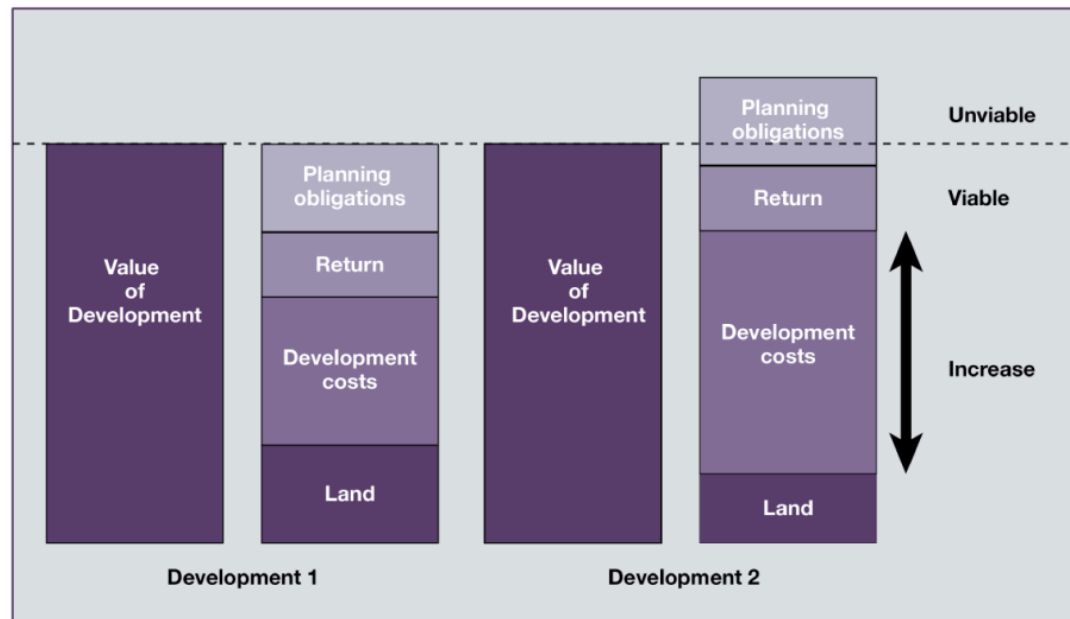
In recent years, where the financial appraisal demonstrates that the maximum amount of affordable housing that a scheme can reasonably support is below the agreed policy target Planning policy can require that a review of viability takes place. Reviews usually seek to take into account changes to the anticipated revenue and costs associated with a development and identifies what happens in the event that the viability changes.

The affordable housing component of major developments is usually the largest cost for a developer and the most often cited reason for schemes being considered unviable. This is because the value of an affordable housing unit is less than that of a similar sized private housing unit to a developer. Whereas in the past the affordable element could be supported by grant funding from the Homes and Communities Agency (or the GLA in London) this is now much reduced and normally unavailable in S106 schemes.

**What is Viability?**

*'An individual development can be said to be viable if, after taking account of all costs, including central and local government policy and regulatory costs and*

*the costs and availability of development finance, the scheme provides a competitive return to the developer to ensure that development takes place and generates a land value sufficient to persuade a land owner to sell the land for the development proposed. If these conditions are not met, a scheme will not be delivered.’ (Local Housing Delivery Group, Viability Testing in Local Plans – Advice for planning practitioners, 2012)*



Source: 'Financial Viability in Planning', RICS

The NPPF states that councils should not make planning conditions – such as requirements for affordable housing – so onerous that schemes do not 'provide competitive returns' to land owners and developers.

<p><b>Scrutiny Membership</b></p>	<p>The review will be undertaken by members of the Housing and Regeneration Scrutiny Panel: Cllrs Akwasi-Ayisi (Chair), Engert, Gallagher, Griffiths, Gunes, Ibrahim and Newton. Other non-executive members will be made aware of the review and invited to participate.</p>
<p><b>Terms of Reference (Purpose of the Review / Objectives)</b></p>	<p><b><u>Overarching aim:</u></b> To assess the Councils policy and practice in relation to the application of policy and guidance in respect of viability assessments and to make recommendations to ensure confidence and transparency to the process – and application of the process in order to assist the Council (including Planning Committee) in the consideration of planning applications where viability is a material planning consideration.</p> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>• To review legislation and policy guidance in respect of development viability</li> <li>• To review the Councils current policy and practice in respect of viability assessments and their role in delivering S106 outcomes – including affordable homes;</li> <li>• To assess the policy and practice of viability assessments in operation at other local authorities with a view of identifying good practice in respect of: <ul style="list-style-type: none"> <li>○ Transparency – members, community</li> <li>○ Improving local challenge</li> <li>○ Increasing the provision of affordable homes</li> </ul> </li> <li>• To consider the potential impact of new legislation on viability assessments – Housing and Planning Bill - in particular the requirement to provide for Starter Homes.</li> <li>• To identify any further mechanisms, at the disposal of the Council, which may</li> </ul>

	<p>assist in maintaining levels of S106/affordable housing delivery in the Borough through viability discussions (e.g. 'claw back' arrangements)</p> <ul style="list-style-type: none"> <li>• To assess the potential for any collective response through London Councils or other collective of local authorities, which may assist in more robust challenge to viability assessments</li> <li>• To consider how the assessment of viability within the planning application process may be made more transparent</li> <li>• To outline what impact that the establishment of a local development vehicle may have on housing viability assessments.</li> </ul>
<p><b>Links to the Corporate Plan</b></p>	<p>This work would link to corporate priorities 4 and 5:</p> <p>(4) Drive growth and employment from which everyone can benefit – and - (5) create homes and communities where people choose to live and are able to thrive</p>
<p><b>Evidence Sources</b></p>	<p>The review will look at the following key documents:          Planning Portal – Viability Assessments          LB Haringey SPD Planning Obligations</p>
<p><b>Witnesses</b></p>	<p><b><u>Planning Officers</u></b>          AD Planning, Head of Development Management, Head of Planning Policy  <b><u>Specialist advice</u></b>          Planning Officers Society, RICS, London Councils (S106 Viability Assessment Project)  <b><u>Housing Viability Assessment</u></b>          Anthony Lee BNP Paribas</p>

	<p><b><u>Developer perspectives</u></b> Pollard Thomas Edwards (Developers) DP9/DP2 Planning Consultants, Higgins, Haringey Property Team</p> <p><b><u>Other authorities</u></b> Islington, Greenwich, Westminster, Southwark</p>
<b>Methodology/Approach</b>	<p>It is proposed that the format will take the form of scrutiny in a day, in which all witnesses will be encouraged to attend on the same day to give evidence. This conference type approach will facilitate continuity in the assessment of evidence presented:</p> <p><b>Part 1</b> - National Policy overview - POS/Haringey Planning  <b>Part 2</b> - Local policy and practice – Haringey Planning Officers  <b>Part 3</b> – Specialist Advisers – the housing viability assessment - components  <b>Part 4</b> – Other local authorities - London Boroughs  <b>Part 5</b> – Developers perspectives</p>
<b>Equalities Implications</b>	<p>Any emerging equalities issues will be assessed and highlighted for inclusion in final recommendations for Housing Viability Assessment.</p>
<b>Timescale</b>	<p>Work to commence in April 2016 and complete by mid-summer 2016</p>
<b>Reporting arrangements</b>	<p>Evidence collection: April 7<sup>th</sup> 2016 Report Writing – April  Recommendations approved by OSC – May/June 2016-02-29  Cabinet Agreement: Jul/September 2016</p>

<b>Publicity</b>	As the evidence gathering will be in Purdah, there will be no publicity for this event.
<b>Constraints / Barriers / Risks</b>	1. Securing attendance of key informants (e.g. specialist advisor, Developers)
<b>Officer Support</b>	Scrutiny Officer and Planning Officers

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**Report for:** Overview and Scrutiny Committee – 8 March 2016

**Item number:**

**Title:** North Central London Joint Health Overview and Scrutiny Committee (JHOSC) – Amended Terms of Reference

**Report authorised by :** Cllr Charles Wright, Chair of Overview and Scrutiny Committee

**Lead Officer:** Robert Mack, Principal Scrutiny Support Officer,  
[rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk) 020 8489 2921

**Ward(s) affected:** N/A

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

**1. Describe the issue under consideration**

- 1.1. Haringey is currently a member of the Joint Health Overview and Scrutiny Committee (JHOSC) for North Central London. The other boroughs that are members are Barnet, Camden, Enfield and Islington.
- 1.2. The JHOSC has reviewed its operation and agreed its future role, focus and relationship with the five borough scrutiny committees. In the light of this, the terms of reference and procedural arrangements of the JHOSC have been updated. The changes were approved at its meeting on 29 January 2016, subject to further review in one years time.
- 1.3. Under the terms of the Constitution, joint arrangements with other local authorities require the approval of full Council and therefore any changes to the terms of reference will need to be agreed by it.

**2. Cabinet Member Introduction**

N/A

**3. Recommendations**

- 3.1 That the Committee recommend to Council that the proposed arrangements, amended terms of reference and procedures for the JHOSC be approved, subject to further review in one years time.

**4. Reasons for decision**

- 4.1 Under the terms of the Constitution, the amended terms of reference for the JHOSC require approval by full Council.

**5. Alternative options considered**

N/A

## 6. Background information

- 6.1 The JHOSC provides an opportunity for Councils in the north central London area to use their health scrutiny resources more effectively by collaborating where there are matters that affect all participating boroughs. Collaboration can also increase the influence of health scrutiny by enabling boroughs to speak with one voice on relevant health issues. In addition, the JHOSC can also enable more effective use of NHS resources by enabling engagement by NHS health services with Health Overview and Scrutiny Committees (HOSCs) on relevant issues to be undertaken jointly rather than separately.
- 6.2 In order to achieve these benefits, it is important that the JHOSC focuses its attention on specific areas where it is able to exert the most influence and avoids duplication of work undertaken by local HOSCs. In the light of this, the JHOSC has reviewed its role and agreed the areas on which it intends to focus its attention in the immediate future.
- 6.3 It has been agreed by the JHOSC that it should focus on issues that relate to the coordination, collaboration and improvement of the health system across North-Central London. Examples of such issues are as follows:
- London devolution proposals;
  - Integrated commissioning of NHS 111 and Out of Hours GP services;
  - Primary care co-commissioning;
  - NCL collaborative working/commissioning;
  - Whole system collaboration;
  - Better Care Fund;
  - Clinical Pathways; and
  - Strategic Planning/Resilience Groups.
- 6.4 In addition, the JHOSC has agreed to continue its role in scrutinising specialised services that are commissioned across the whole of the north central London area. These are services for which there are comparatively small numbers of patients in each local authority area and are therefore commissioned jointly. Overall responsibility for this currently rests with NHS England.
- 6.5 Where NHS organisations propose substantial variations or reconfigurations of services, there is a requirement for a joint committee to be set up of all the local authorities affected. The JHOSC will continue to perform this role in respect of any proposals affecting north central London. It may also be necessary in such instances to also involve any other local authorities that are affected. This will remove the need to establish a fresh joint committee each and every time there is a need for formal consultation on a substantial variation or reconfiguration of NHS services affecting the area, which can be a time consuming process and cause delay.
- 6.6 Health overview and scrutiny committees also have a responsibility to scrutinise NHS acute providers. Those within the north Central London area all provide services for patients from a number of different boroughs. Whilst each borough can carry out scrutiny of such trusts separately, collaboration between different

HOSCs represented on the JHOSC represents a more effective means of fulfilling this responsibility, both in terms of cost and exerting influence.

## **7. Revised Terms of Reference**

7.1 Full Council approved the existing terms of reference for the JHOSC at its meeting on 20 May 2013. The review by the JHOSC of its role required the updating of its terms of reference and a small number of amendments to them were made as a consequence. The new terms of reference now require formal approval by Council.

7.2 The revised terms of reference, as agreed by the JHOSC at its meeting on 29 January 2016, are as follows:

1. "To engage with relevant NHS bodies on strategic area wide issues in respect of the co-ordination, commissioning and provision of NHS health services across the whole of the area of Barnet, Camden, Enfield, Haringey and Islington;
2. To respond, where appropriate, to any proposals for change to specialised NHS services that are commissioned on a cross borough basis and where there are comparatively small numbers of patients in each of the participating boroughs;
3. To respond to any formal consultations on proposals for substantial developments or variations in health services across affecting the area of Barnet, Camden, Enfield, Haringey and Islington;
4. The joint committee will work independently of both the Cabinet and health overview and scrutiny committees (HOSCs) of its parent authorities, although evidence collected by individual HOSCs may be submitted as evidence to the joint committee and considered at its discretion;
5. The joint committee will seek to promote joint working where it may provide more effective use of health scrutiny and NHS resources and will endeavour to avoid duplicating the work of individual HOSCs. As part of this, the joint committee may establish sub and working groups as appropriate to consider issues of mutual concern provided that this does not duplicate work by individual HOSCs; and
6. The joint committee will aim work together in a spirit of co-operation, striving to work to a consensual view to the benefit of local people."

## **8. Procedural Arrangements**

8.1 In terms of the procedural arrangements, the following was agreed:

*Representation*

Each borough will be entitled to two representatives on the Committee. In the event of a Member being unable to attend, a deputy may be appointed by the borough concerned.

#### *Chair*

A Chair and a Vice Chair for the JHOSC shall be appointed at its first meeting of each Municipal Year. The Chair and the Vice Chair shall come from different boroughs.

#### *Quorum*

The quorum for the JHOSC will be one Member from four of the five participating authorities. In the event of a meeting being inquorate, it can still proceed on an informal basis if the purpose of the meeting is merely to gather evidence. However, any decision making is precluded.

#### *Voting Rights*

Recommendations and reports from the JHOSC shall reflect the views of all participating boroughs. The JHOSC shall therefore aim to operate by consensus if at all possible. A vote shall therefore only be taken after every effort has first been taken to reach agreement.

#### *Dissent and Minority Reporting*

It is recognised that issues that emerge during the work of the JHOSC may be contentious and there therefore might be some instances where there are differences of opinion between participating boroughs. The influence of the JHOSC will nevertheless be dependent on it being able to find a consensus. Some joint committees have had provision for minority reports but these powers can, if used, severely undermine the committee's influence. Whilst such provision can be made for the JHOSC, the use of it will only be made as a last resort and following efforts to find a compromise.

#### *Writing Reports and Recommendations*

The responsibility for drafting recommendations and reports for the JHOSC will be shared amongst participating authorities.

#### *Policy and Research Support and Legal Advice to the Joint Committee*

This will be provided jointly by all of the participating authorities. Each authority is responsible for supporting its own representatives whilst advice and guidance to the JHOSC will be provided, as required, through liaison between relevant authorities. Support to the Chair of the JHOSC will be provided by the borough from which the Chair is from.

Consideration could be given by the JHOSC, in due course, to the provision of external independent advice and guidance, should it be felt necessary. This could be of benefit if it enables the joint committee to more effectively challenge the NHS and may be of particular assistance in addressing issues of a more

technical nature, where lack of specific knowledge could put the joint committee at a disadvantage.

### *Administration*

Clerking responsibilities are shared between participating Councils, with the borough hosting a particular meeting also providing the clerk.

### *Frequency and location of meetings*

Meetings will rotate between participating authorities for reasons of equity and access. The JHOSC will meet four times per Municipal Year. However, an additional meeting may be called by the Chair in consultation with the Vice Chair or if requested by at least four participating boroughs.

### *Servicing costs*

In the current financial climate, it is unlikely that it will be possible to meet any costs arising from the work of the JHOSC except on an exceptional basis. Any such financial commitments will need to be agreed beforehand and the cost split between the participating authorities.

## **9. Contribution to strategic outcomes**

- 9.1 The work of the JHOSC relates to closely to Priority 2: Outstanding for all: Enable all adults to live healthy, long and fulfilling lives

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

### **Finance and Procurement**

- 10.1 The Chief Finance Officer has been consulted in the preparation of this report and notes that it is proposed that the JHOSC will not incur costs other than in except in exceptional circumstances agreed in advance. Only those costs for which provision can be found from within existing budgets can be agreed to by this authority

### **Legal**

- 10.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report, and makes the following comments.
- 10.3 Overview and Scrutiny Committee (the Committee) has the Constitutional power to make recommendations to Full Council in connection with the discharge of any functions.
- 10.4 In addition, the Committee also has the Constitutional power to review and scrutinise matters relating to the health service and all NHS funded services within the Borough. Accordingly, the Committee has the power to adopt the recommendation contained in this report.

## **Equality**

- 10.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 10.7 The work of the JHOSC should address the above mentioned duties by considering them within its work plan and individual pieces of work. This should include considering and clearly stating;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services and fair representation of all groups;
  - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

## **11. Use of Appendices**

None

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