

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

**Monday, 28th November, 2016, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Charles Wright (Chair), Pippa Connor (Vice-Chair),
Makbule Gunes, Kirsten Hearn and Emine Ibrahim

Co-optees/Non Voting Members: Uzma Naseer (Parent Governor Representative),
Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member -
Church Representative (CofE)) and Chukwuemeka Ekeowa (Co-opted Member -
Church Representative (RC))

Quorum: 3

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

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 18 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 - 6)

- i) To approve the minutes of the meeting held on 17 October 2016.
- ii) To approve the minutes of the meeting held on 8 November 2016 **TO FOLLOW**

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 7 - 30)

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

Adults and Health Scrutiny Panel – 29 September 2016
Children and Young People Scrutiny Panel – 19 October 2016
Housing and Regeneration Scrutiny Panel – 3 October 2016

8. CORPORATE PLAN PRIORITY DASHBOARDS (PAGES 31 - 36)

This report covers the fifth update and publication of priority dashboards, the original launch was in October 2015. It informs the Overview and Scrutiny Committee of performance against the outcomes and strategic priorities in the Corporate Plan 2015-18, as at September 2016. It provides an overview of key performance trends and an assessment of progress against targets and objectives on an exception basis.

9. BUDGET MONITORING (PAGES 37 - 48)

This report sets out the 2016/17 Period 6/Quarter 2 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

10. ANNUAL COMPLAINTS REPORT (PAGES 49 - 60)

This report gives an overview of the Feedback process, highlights some key points from the annual ombudsman report and recommends some next steps.

11. WELFARE REFORM UPDATE (PAGES 61 - 166)

This report:

- provides an update on the new £23,000 benefit cap and the roll out of Universal Credit in Haringey
- summarises the findings of the Welfare Reform Club impact analysis report
- summarises the approach to mitigating the impact of welfare reform

**12. HARINGEY JOB SUPPORT MARKET - SCRUTINY PROJECT UPDATE
*TO FOLLOW***

13. CORPORATE PARENTING (PAGES 167 - 194)

To review how the Council performs its corporate parenting responsibilities.

14. WORK PROGRAMME UPDATE (PAGES 195 - 232)

This report gives details of the proposed scrutiny work programme for the remainder of the municipal year.

15. SCRUTINY PANEL MEMBERSHIP REPORT (PAGES 233 - 236)

This report seeks a change to the membership of the Housing and Regeneration Scrutiny Panel.

16. NEW ITEMS OF URGENT BUSINESS

17. FUTURE MEETINGS

17 January 2017 (budget)
30 January 2017
9 February 2017
27 March 2017

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Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 18 November 2016

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 17TH OCTOBER, 2016

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Kirsten Hearn and Zena Brabazon

Co-optees: Luci Davin, Yvonne Denny and Chukwuemeka Ekeowa

34. FILMING AT MEETINGS

Noted.

35. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ibrahim. Councillor Brabazon was in attendance as a substitute.

36. URGENT BUSINESS

None.

37. DECLARATIONS OF INTEREST

None.

38. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

39. MINUTES

RESOLVED that the minutes of the meeting held on 21 July 2016 be approved.

40. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED that the minutes of

Adults and Health Scrutiny Panel – 11 July 2016

Children and Young People Scrutiny Panel – 5 July 2016

Environment and Community Safety Scrutiny Panel – 30 June 2016

Housing and Regeneration Scrutiny Panel – 27 June 2016

be noted.

41. ANNUAL UPDATE ON THE OVERVIEW AND SCRUTINY COMMITTEE REVIEW OF FINSBURY PARK EVENTS

Simon Farrow, Parks and Leisure Services Manager, introduced the report as set out.

The following arose from discussion of the report:

- a. This was the second update on the Scrutiny review carried out in 2015.
- b. Councillor Ahmet (Cabinet Member for Environment) would continue to chair the stakeholder group to allow ward members to concentrate on their ward constituents. The group had a wide membership across three boroughs.
- c. The income from Wireless in 2016/17 was £448k, and the Parks income target for 2016/17 was £545k. The income level for events was set by benchmarking similar events in other boroughs. The money charged by Haringey needed to reflect other boroughs, otherwise it may result in a loss of business.
- d. The Chair referred to recommendation 14 and asked whether it would be appropriate to have a report back to OSC once there were plans in place for the 3-5 year programme of events. Simon Farrow informed the Chair that the team were working on a procurement process to ascertain whether there would be any interest from events companies to sign up to a long term deal. Initial enquiries were taking place for next Summer, and further thoughts would be given as to when a report would be provided to OSC.
- e. Paragraph 9.4 of the report referred to the income target over a three year period until 2018. It was an increase of £600k, to make the total target income of £845k by 2018. Any income which exceeded the target would be ringfenced for projects across the Parks.

The Chair thanked Simon Farrow for attending.

RESOLVED that the achievements made in implementing the recommendations made by the Overview & Scrutiny Committee be noted, and that a date for a further update would be agreed with officers.

42. DISPROPORTIONALITY WITHIN THE YOUTH JUSTICE SYSTEM (SCRUTINY PROJECT)

Councillor Hearn introduced the report as set out. Councillor Ayisi (Cabinet Member for Communities) and Councillor Weston (Cabinet Member for Children and Families) were in attendance to speak in support of the project, and provided assurances to the Committee that the issues raised in the report would be taken seriously, and the recommendations would be supported by themselves and the Cabinet.

The Chair requested that a recommendation be added to the report – “That the final report of the Panel’s review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System”.

RESOLVED that the report and its recommendations be approved, and submitted to Cabinet for response.

43. 2016/17 QUARTER 1 (TO JUNE 2016) FINANCIAL REPORT

Councillor Arthur introduced the report as set out. He provided an update on the financial situation since the report had been published. Quarter 5 was showing an overspend of £23m, however, this was a reduction from £28m in the previous quarter. Work was being carried out to reduce the overspends in Adults, Childrens and Temporary Accommodation.

The following arose from discussion of the report:

- a. Work was being undertaken in reviewing care packages in Adults Services, and there had been positive feedback so far in relation to the changes. It was expected that the reviews would result in financial savings, without too much impact on users. The process was halfway through, and further information on the impact of the overspend would be available once the review had been completed in November. In response to a question regarding Haven day care centre, there had been delays in closing the centre, and therefore the savings would be realised over two financial years.
- b. In response to comments made in relation to an overspend in Temporary Accommodation, Councillor Arthur explained that in previous years, the cost of TA would have been covered by grants which were no longer available. A transformation programme was in place which should help to control the funding / spending pressures.
- c. It was not uncommon for local authorities to work to multi-year budgets – it provided a better approach than a piecemeal one year budget setting approach.

RESOLVED that

- i. **The report and Council's 2016/17 Quarter 1 financial position in respect of revenue and capital expenditure be noted;**
- ii. **The risks and mitigating actions identified in the report in the context of the Council's on-going budget management responsibilities be noted;**
- iii. **The measures in place to reduce the overspend in service areas be noted; and**
- iv. **The virements over £250k in Table 1, Appendix 1, and other virement be noted.**

44. 2015/16 OVERVIEW & SCRUTINY COMMITTEE BUDGET RECOMMENDATIONS UPDATE

RESOLVED that the progress made on the recommendations be noted.

45. PROPOSALS FOR PRE-BUDGET ENGAGEMENT

Councillor Arthur and Simon Jones (Assistant Director for Communications) introduced the report as set out.

The following arose during discussion of the report:

- a. The purpose of engaging with residents was to obtain as much feedback as possible. A number of engagement events had been planned, along with a consultation leaflet which would be distributed across the borough. It was

important that as many residents as possible were engaged with, and so officers would be visiting a number of outside locations where there was a high footfall, and the leaflets would be produced in a variety of languages and formats.

- b. Members of the Committee provided some feedback on the leaflet, mainly that the italic writing would make it hard for some people to read, and that some of the messages were not clear. There was a lot of information on the leaflet and the small font size may be difficult for some people to read.
- c. There were no plans to hold a public meeting, but if it was felt that there had not been enough engagement with the public through the planned events, then further events could be planned.

RESOLVED that the plans for pre-budget engagement be noted.

46. WORK PROGRAMME UPDATE

The Chair introduced the report as set out. Following a short discussion it was

RESOLVED that

- i. The Overview and Scrutiny Committee and Panel work programmes be noted;
- ii. The scoping document for the Supported Housing for Older People Scrutiny Review be approved;
- iii. The scoping document for the Physical Activity for Older People Scrutiny Review be approved;
- iv. The scoping document for the Community Safety and Confidence Scrutiny Review be approved;
- v. The update on progress with the proposed Child Friendly Haringey be noted; and
- vi. The update on progress with the Social Inclusion Scrutiny Review be noted.

47. REVISED SCRUTINY PANEL MEMBERSHIP

RESOLVED that the revised membership of the Adults and Health Scrutiny Panel, the Housing and Regeneration Scrutiny Panel and the Children and Young People Scrutiny Panel be approved.

48. NEW ITEMS OF URGENT BUSINESS

None.

49. FUTURE MEETINGS

Noted.

CHAIR: Councillor Charles Wright

Signed by Chair

Date

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**MINUTES OF THE MEETING OF THE ADULTS AND HEALTH SCRUTINY
PANEL HELD ON THURSDAY, 29TH SEPTEMBER, 2016, 6.30 – 9.25PM**

PRESENT:

Councillors Gina Adamou, Gideon Bull, David Beacham, Eddie Griffith and Peter Mitchell (in the Chair)

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

ALSO PRESENT:

Councillor: Charles Wright

18. APOLOGIES FOR ABSENCE

It was noted apologies for absence had been received from Cllr Pippa Connor, Chair of the Panel. As a result, it was **AGREED** that Cllr Peter Mitchell should preside as chairman for the meeting.

The Panel was informed that apologies for absence had also been received from:

- Cllr Charles Adje (substituted by Cllr Gideon Bull);
- Cllr Liz McShane; and
- Cllr Jason Arthur, Cabinet Member for Finance and Health.

19. 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'.

20. ITEMS OF URGENT BUSINESS

None.

21. DECLARATIONS OF INTEREST

None.

22. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

23. MINUTES

AGREED: That the minutes of the meeting held on 11 July 2016 be approved as a correct record.

24. HARINGEY FOOT CARE SERVICES

Charlotte Pomery, Assistant Director, Commissioning, provided an update on Haringey foot care services. It was noted that during 2015/16, the Panel's work programme had focused on ensuring there was sufficient foot care provision in Haringey. It was noted the take up of foot care services by older people was an important measure in preventing falls and treating acute conditions such as poor circulation as a result of diabetes.

During the discussion a variety of issues, highlighted in the report, were considered, including:

- Recent changes that had been made to foot care provision in Haringey, including the development of community-based preventative services following the closure of the Haven Day Centre, and progress that had been made to ensure continuity of service.
- The locations, outlined in 6.4 of the report, where each year over 650 older adults received community-based services. In addition, it was noted that the Foot Care + service had started to visit new locations, previously visited by staff from the Haven Day Centre. In response to questions, Ms Pomery agreed to send Panel Members further information to explain why Larkspur Close had not been used by the Foot Care + service.
- The steps that had been taken to tackle performance issues with the Whittington Health Podiatry and Foot Health Service. The Panel was informed that Haringey and Islington CCGs managed the performance of the service via regular contract performance monitoring meetings. The Panel was informed that both CCGs had identified the need to improve performance and that the service would be developing an action plan to deliver improvements to ensure the service met expected targets.
- The performance of the Podiatry and Foot Health Service at July 2016, outlined in section 7.2 of the report, was noted. Concerns were raised in relation to the number of patients waiting more than six weeks for their first appointment. However, 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 Panel asked Ms Pomery to circulate further information on the performance matrix that was used for the service.
- The work, outlined in section 8 of the report, that was taking place to raise awareness of foot care services across the borough. It was noted this was being done via a variety of channels, including: the nurse and health care assistant

forum; the locality teams; the Haringey Advice Partnership; Patient Advice and Liaison Services; the Integrated Access Team; Haricare; and NHS Choices.

- The information provided by Haricare. The Panel noted the correct information was not always available at the right time to enable citizens, service users and carers to help themselves effectively and to be aware of their own health so they could take steps to manage emerging or existing conditions.
- 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/costs.
- Opportunities to expand the availability of foot care services in Haringey to ensure gaps in service provision were addressed.

The Panel was informed that the Council and Haringey CCG were exploring options with the Whittington Health Podiatry Service and the Bridge Renewal Trust to take advantage of the fact Bridge Renewal Trust Foot Care staff had been trained to deliver nail cutting services to people with diabetes. It was noted that one option, being explored to ensure gaps in provision were addressed, would be to agree an approach where patients referred to the Whittington Service, but who did not meet the service criteria, were signposted to alternative community based options. The panel also suggested more could be done via GP surgeries to help promote/signpost residents to services across the borough.

AGREED:

- (a) That the update, on foot care services across Haringey, be noted.
- (b) That a further update be prioritised for inclusion in the Panel's work programme for 2017/18, focusing on work undertaken to ensure sufficiency of foot care provision in the borough.

25. AN INTEGRATED TARGET OPERATING MODEL TO ENABLE ADULTS IN HARINGEY TO LIVE HEALTHY, LONG AND FULFILLING LIVES

Following discussion at a Members Learning and Development Session on 21 September, John Everson, Assistant Director of Adult Social Services, provided an update on developments concerning Haringey's Integrated Target Operating Model (ITOM). The Panel was asked to note:

- The significant funding and demand challenges facing Adult Social Services, Public Health and Health Services.
- That the Council's vision for adults in Haringey, and the guiding principles for service transformation (agreed by Cabinet on 16th June 2015), placed an emphasis on values that promoted and maximized an individual's independence, dignity, choice and control.

The Panel was informed that the Council's approach, outlined by Priority 2 of the Corporate Plan, was based on a shift from institutional care towards community and home based solutions.

Mr Everson explained that in order to deliver the Council's vision of maximising independence and managing future demand pressures, whilst achieving financial sustainability, the Council had agreed a genuinely transformational approach between Adult Social Services, Public Health and Haringey CCG.

In response to questions, the Panel was informed that the road-map for delivering a new sustainable model of health and care was set out in the ITOM. It was noted that as the model evolved it would support progressively greater integration between all services to deliver the significant change required.

Mr Everson advised, that in order to inform the development of the ITOM, work had been undertaken with service users, carers, staff and partners to ensure the Council was clear about its current service offer (the "As Is"), what people wanted for the future (the "I statements"), and how these may be delivered. It was noted that additional information, concerning service user, partner and carer engagement, had been provided as part of Appendix 1 to the report.

The Panel was informed objectives in Haringey's Corporate Plan had a strong 'whole population' public health focus and would inform the future operating model. Dr de Gruchy, Director of Public Health, went on to provide information on the importance of prevention and various primary, secondary and tertiary prevention strategies. This included consideration of population, community and personal health issues. The Panel also considered the current service offer, outlined on a large process map, including entry and exit points for adult social care and the health and social care pathway.

During the discussion, reference was made to the following:

- The current budget position and the financial performance of Priority 2 Services (Adult Social Care, Commissioning and Public Health). It was agreed that further consideration needed to be given to these issues as part of the Panel's planned Budget Monitoring session on 17 November.
- The importance of mental health services, day opportunities and the support provided by the Community Reablement Service.
- The benefits and flexibility of using a Dynamic Purchasing System to streamline procurement for both suppliers and the Council.
- The schedule for developing the ITOM, as outlined in Appendix 1 to the report.
- Issue relating to the use of personal budgets and direct payments.
- The Council's Equality Duty and use of Equalities Impact Assessments in terms of assessing the impact of any new policies. In addition, the Panel suggested that a

health assessment should be introduced, for all Haringey policies, in order to promote health gains for the local population, reduce health inequalities and to ensure new policies did not actively damage health.

- The options that existed for the ITOM as a result of the council's regeneration agenda, especially in Tottenham and Wood Green. The importance of collective decision making was highlighted.
- The importance of assessing value for money i.e. using the optimal use of resources to achieve intended ITOM outcomes. It was noted there were differences between "Economy" (spending less); "Efficiency" (spending well); and "Effectiveness" (spending wisely).
- The role of carers in terms of delivering a sustainable model of health and care across Haringey. It was noted that Carers Week, an annual campaign to raise awareness of caring, highlighted the challenges carers faced and the contribution they made to families and communities throughout the UK. However, the Panel agreed the importance of carers had not been reflected in the Haringey ITOM and that more needed to be done to ensure adequate support was provided to carers so that they could look after their loved ones. It was also recognised that carers were individuals with needs of their own and that this needed to be picked up in the development of the ITOM.
- The Sustainability and Transformation Plan for North Central London and what this might mean for the development of Haringey's ITOM.

In addition, various issues, including those relating to governance, were discussed in relation to joint commissioning for Haringey CCG and the local authority, including plans for intermediate care, and the development of an accountable care partnership across Haringey and Islington.

Mr Everson concluded his presentation by explaining key steps for developing the ITOM. Based on the Council's vision, understanding of the challenges, the "As Is" and "I Statements", the Panel was informed that opportunities had been identified that would shape both new ways of working and the first phase of the Haringey ITOM. It was noted that the following opportunities (outlined in Appendix 1 of the report) had been identified for further development:

- Integrated Commissioning
- Develop Community Hubs
- Information Integration
- Re-Designed Service Model
- Models of Care for People with LD
- Integrated Out of Hospital Project

The Panel was assured that the comments and suggestions put forward by the Panel, and from the Member Learning and Development Session, would be taken on board before the projects (above) progressed to the scoping stage.

AGREED:

- (a) That the update on the Integrated Target Operating Model be noted.
- (b) That the Chair of the Panel and Assistant Director, Adult Social Services meet, outside the meeting, to consider (formal and/or informal) options for scrutiny input before the scope and timeframes for each Business Critical Project are confirmed.

26. COMMISSIONING FOR BETTER OUTCOMES - PRESENTATION

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 been undertaken in Haringey during February 2015.

To set the scene, Ms Pomery commenced her presentation by providing information on the Department for Health's Care Markets Work Programme. The Panel was informed that a number of workstrands had been supported by the government in order to support local authorities to achieve the ambitions and statutory requirements for commissioning, market shaping and contingency planning and provider failure set out in the Care Act. Information was provided on the following:

- The Government's Market Shaping Review
- A CIPFA project on adult social care finance, costs, fees and sustainability
- Local contingency planning.

Following discussion by the Panel in January 2015, it was noted that a key line of enquiry related to promoting a sustainable and diverse market place. With this in mind, the presentation from Ms Pomery, focused on both strengths identified by the Haringey peer review team and areas identified for consideration / action moving forwards.

The Panel was asked no note:

Areas identified by the Peer Review	Action Taken
- The generation of positive engagement with provider partners and wider stakeholders	- Strengthening of provider forum - Reinvigoration of Voluntary and Community Sector Forum - Development of co-production

	model
- Significant additional engagement required around next steps of budget consultation, ensuring clarity of options under consideration	- Statutory consultation on proposed service model changes
- People do not feel listened to (providers, carers, service users, staff)	- Co-production model and Steering Group established - Review of Partnership Boards underway - Stronger internal and external communications - Stepping up of user and carer engagement mechanisms
- Training and development for the whole ASC workforce is required (including consideration of resources required)	- Whole staff engagement in Professor John Bolton's thinking on model for social care - Development of Integrated Target Operating Model
- Lack of approach to address inflation up-lift and Fair Fee process	- Building costs of care approach through development of Dynamic Purchasing System - Stronger understanding of current and projected costs of care - National work underway on social care market overall
- Lack of collation of intelligence on the diversity of the market place i.e. what's out there	- Consistent use of CarePlace, development of HariCare - Mapping of community and other assets to inform day opportunities and wider work
- Market intelligence to inform micro and macro-commissioning	- Detailed market analysis across all forms of care and support - Supported Housing Review – needs and market analysis complete - Establishment of brokerage – finance, quality assurance, service finding, value for money and appropriate provisions
- Systematic quality monitoring of	- Brokerage delivering contract

capacity of the market to deliver	monitoring, quality assurance - DPS with contract monitoring functionality, including introduction of electronic call monitoring system for home care - Multi-agency Quality Assurance sub group established and reports to SAB
- Underdeveloped response to the current and future needs of older people and market supply of care	- Needs analysis across all care groups - Confirmation of requirement for more extra care sheltered

During discussion, reference was made to the following:

- The fact care workers had lodged a case at the employment tribunal to complain that a number of contractors had not paid their staff the national minimum wage for work carried out in the borough.
- The Panel was informed that the tribunal was ongoing. However, it was noted the Council had paid contractors enough money through contract fees to ensure all live-in carers could receive the national living wage for 24 hour care provided. In addition, it was noted the council required all contractors to obey minimum wage law, including remuneration for travel time.
- The Panel was advised that the Council no longer had in place any contracts with Sevacare, following serious concerns raised by the Care Quality Commission in April 2016.

The Panel went on to discuss, more generally, the pros and cons of various service delivery options including shared services, outsourcing, and “insourcing”, among others. It was commented that any model that moved away from direct provision raised questions about democratic accountability. In response to questions, the Panel was informed, that as part of the options appraisal process, an in-house option was developed as standard practice. The Panel was informed that each option was considered to assess whether they could improve investment, modernise services, enhance organisational capacity, achieve efficiencies and achieve regeneration and other social benefits such as reducing inequality, generating employment and improving the environment.

AGREED: That the Commissioning for Better Outcomes (Update on Actions) presentation be noted.

27. HOME CARE MARKET UPDATE

Charlotte Pomery, Assistant Director, Commissioning, provided an update on the home care market across Haringey. Ms Pomery outlined how the Council was working

with providers to ensure the development of a diverse, effective and high quality local market.

The following issues were discussed:

- The various pressures on local government finances and the need to make better use of resources.
- The fragility of the home care market, including demand and capacity issues facing national providers, pressures on staffing and the impact of Brexit on the sector.
- The role and responsibilities of the Care Quality Commission and the Haringey Safeguarding Adults Board.
- The work being carried out across London via the Care Act Commissioners Network.
- The fact the Council was focusing much more on outcomes. It was noted that this was highlighted by Haringey's outcomes based framework for Home Care.
- The benefits and flexibility of using a Dynamic Purchasing System to streamline procurement for both suppliers and the Council.
- Transfer of undertakings (TUPE) regulations in relation to the home care sector, including local issues relating to Sevacare.

Alternative, longer term, models for Home Care were also considered as part of this item.

AGREED: That the update on the Home Care Market across Haringey be noted.

28. WORK PROGRAMME UPDATE

Christian Scade, Principal Scrutiny Officer, provided an update on the proposed work programme for the remainder of the 2016/17 municipal year.

During the discussion, reference was made to:

- The fact the Panel had been invited to attend, and take part in, Enfield's Health Scrutiny Committee on 5th October. The Panel was informed that this was an opportunity to monitor developments at the North Middlesex University Hospital following a Care Quality Commission report, published in July, relating to urgent and emergency care services and concerns about standards of care.
- The dates for budget scrutiny for 2016/17. It was noted the Panel would meet on 20th December to consider budget proposals relating to Corporate Plan Priority 2 (P2).
- The roles and responsibilities of scrutiny in relation to budget monitoring. It was noted that the Panel would hold a special meeting, on 17 November, to consider

an update on the financial performance of P2 services (Adult Social Care, Commissioning and Public Health). The Panel requested information about performance against forecast savings.

- The meeting schedule for the scrutiny review into Physical Activity for Older People.

In addition, it was noted that:

- Under agenda item 7, the Panel had requested an update on Foot Care Services, for consideration during 2017/18.
- Under agenda item 8, the Panel had agreed the Chair of the Panel would meet the Assistant Director, Adult Social Services, outside the meeting, to consider (formal and/or informal) options for scrutiny input before the scope and timeframes for each Business Critical Project were confirmed for the Integrated Target Operating Model.

AGREED:

- (a) That, subject to the additions, comments and amendments, referred to above, the items outlined in Appendix A of the Work Programme Update be approved and recommended for endorsement by the Overview and Scrutiny Committee on 17 October 2016.
- (b) That the scope and terms of reference, attached at Appendix B to the report, for the Panel's review on Physical Activity for Older People be approved and recommended for endorsement by the Overview and Scrutiny Committee on 17 October 2016.

29. NEW ITEMS OF URGENT BUSINESS

None.

30. DATES OF FUTURE MEETINGS

The Chair referred Members present to item 13 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

CHAIR:

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON WEDNESDAY, 19TH OCTOBER 2016

PRESENT:

Councillors: Kirsten Hearn (Chair), Mark Blake, Liz Morris and Reg Rice

Co-opted Members: Luci Davin (Parent Governor representative) and Uzma Naseer (Parent Governor representative)

1. 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.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Toni Mallett and Yvonne Denny (Church representative).

3. ITEMS OF URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

6. MINUTES

AGREED:

That the minutes of the meeting of 5 July 2016 be approved.

7. CHILD OBESITY; 2016 UPDATE

Deborah Millward, Healthy Public Policy Officer from Public Health, reported that the government had recently published "Child Obesity: A plan of Action", which outlined their plan to reduce England's rate of childhood obesity within the next ten years. Haringey had adopted a "whole systems" approach to the issue and established the

Haringey Obesity Alliance, which was currently chaired by Councillor Arthur, the Cabinet Member for Finance and Health. A strategic role was followed, which focussed principally on sugar reduction and physical activity. A range of initiatives were taking place including work to encourage schools to increase the length of PE lessons to two hours and the “Daily Mile” programme. In addition, Councillor Arthur had pledged to review the food that was provided within Council properties that children attended. A Play Streets weekend was also planned to take place in the spring. Work was also taking place between Regeneration and Public Health regarding the key elements on design.

In answer to a question, it was acknowledged that it would be a challenge to increase PE lessons in schools to two hours. PE had been squeezed by the demands of other school subjects and the local authority could only offer encouragement and not compel schools. The Daily Mile would supplement this approach. Good practice in schools, such as active classrooms, would also be promoted.

There were sensitivities around children from different cultural backgrounds. There were a range of community and voluntary organisations involved in the Obesity Alliance and work would be undertaken with them to reach the communities that they covered. Best practice from boroughs similar to Haringey would also be incorporated.

The Panel noted that a proposal by the Council to implement a 400 metre exclusion zone of hot fast food takeaways around schools had been rejected by the external planning officer. Public Health England was assisting the Council’s case by providing the latest data in order to challenge the Planning Inspectorate regarding this. It was possible that provisions within the London Plan would supersede local provisions.

Ms Millward reported that a Healthy Catering Commitment had been introduced within the borough and 86 establishments had now signed up to it. In order to gain certification, businesses had to achieve at least a significant number of 22 criteria. The scheme was entirely voluntary and work was being undertaken with the Council’s Communications Team to increase awareness of it.

A lot of work was being undertaken to promote play and unorganised physical activity and Homes for Haringey had been involved in this. Attention was being given to the needs of young girls as their activity levels tended to be lower, especially after adolescence. Efforts were also being made to incorporate provision for physical activity within the built environment. There were 6 key elements within this and details were passed to developers, who were asked to specify how they would address them. This work was at its early stages. It was not intended to impose standards on developers but hoped instead to encourage innovation and creativity on their part.

The Panel noted that data on child obesity was derived from measurements of children that were taken by schools. Work was undertaken with other boroughs and this enabled examples of good practice, such as the measures that had been successful in Lambeth, to be taken on board.

8. PRIORITY 1 BUDGET POSITION (PERIOD 3 2016/17)

David Tully, the Interim Head of Finance (Adults and Children), reported that in Period 3 there was a projected overspend of £6 million. This had come from a number of sources, including;

- Children's placements - £2.2 million;
- Social care costs - £2.6 million; and
- Special educational needs - £0.5 million.

The overspend would have been £3 million more had Cabinet not previously agreed to provide additional funding. There had been particular difficulties arising from the delivery of projected savings and an increase in demand for social care. Of the £16.7 million of savings that that have been aimed for, £6.5 million had so far been delivered.

Jon Abbey, the Director of Children's Services reported that the projected savings of £5.1 million in placements had proven to be undeliverable. In addition, the increase in the number of foster carers had not materialised. The scaling back of the work force had also been affected by an increase in the number of looked after children. The Panel noted that the number of Looked After Children (LAC) had stood at 600 LAC two years ago. Although the figures had gone down to 406 in April this year, they had now gone up to 430.

Neelam Bhardwaja, Assistant Director for Safeguarding and Social Care, reported that there were a number of reasons for children coming into care that were beyond the control of the Council. For example, if young people were remanded in custody, the Council had no say about their placement but nevertheless were required to pay for it. It was not possible to predict accurately the number of young people requiring secure accommodation and the costs of such placements could be up to £5,000 per week. The Council was also responsible for assisting unaccompanied asylum seekers.

In answer to a question regarding payments to people with no recourse to public funds, Ms Bhardwaja stated that the Home Officer could take several years to determine individual cases. If people found that they needed help to provide adequately for their children, the Council was obliged to provide assistance. Failure to do so could lead to legal challenge. However, robust checks were made to ensure that claims were valid. Mr Abbey commented that the amount spent on people with no recourse to public funds had gone down from £1.5 in the last two years but the threat of judicial review had increased.

Mr Abbey reported that the Council's Corporate Delivery Unity was currently looking at demand for children's social care in order to try and understand the dynamics and improve prediction of costs. The level of demand was such that it was difficult to reduce expenditure at the moment. However, the Early Help service had only been in place since October and could have the potential to reduce demand. Appointing permanent social care staff was still a challenge but the position had improved.

Gill Gibson, Assistant Director for Quality Assurance, Early Help and Prevention, stated that a targeted response was provided by the Early Help service with the aim of working with specific cohorts and intervening at an earlier stage.

In answer to a question, Mr Abbey reported that the Priority 1 budget had gone down from £80 million to £43.5 million within the last five years. Although considerable

savings had been made, they had not been made as quickly as necessary to meet targets. Spending was broadly in line with that of statistical neighbours. If it went much below this level, there was a danger that OFSTED would deem it to be unsafe. The assumptions on which the budget had been set were correct but the methodology may have been flawed.

Councillor Weston, the Cabinet Member for Children, commented that it was important that budget levels were not set at unsafe levels. The Council was still facing huge budgetary pressures and looking at all options. If less came out of the funding for Children and Young People's services, the difference would need to be made good from elsewhere. Mr Abbey stated that, although there was an overspend, the service had a grip on spending and there was now greater stability. The right structure was in place but it would take time for improvements to be achieved. The service wanted to be good and resources needed to be used effectively.

Panel Members were of the view that the budget had not been set at the appropriate level at the start of the current MTFS and would not expect an unrealistic budget proposal to be set as part of the next budget strategy.

The Panel noted that the biggest reason for referral of children for social care was domestic abuse. There had been a large increase in these and the Police were the source of most. A large proportion of referrals resulted in no further action. This was very similar to the experience of other boroughs. This had been raised with the new Borough Commander but she had stated that she was restricted by Police regulations which meant that the Police were duty bound to make referrals. However, she recognised that the issue needed to be addressed but this would take time and not be easy as it was a Metropolitan Police wide issue. The issue had also been raised with the Chair of the Local Safeguarding Children Board (LSCB) and the Chief Executive.

Ms Bhardwaja reported that the Council was represented on the London Safeguarding Board, who were currently reviewing how Multi Agency Safeguarding Hubs (MASH) operated, and this would provide an opportunity to influence future policy.

9. HARINGEY CHILDREN'S CENTRES - THE IMPACT OF CLOSURES

Ngozi Anuforo, the Early Years Commissioning Manager, reported that that the number of Children's Centres had gone down from 16 to 9. The number of children registered had increased slightly though. Specific work had taken place with Whittington Health and each centre was now aligned with a health visiting team. The changes had not been in place for long though. Engagement was taking place with service users and there were now strong and representative parent's forums at the centres. It had been acknowledged that more developmental work was required and the service had been proactive in engaging with parents, particularly those groups who normally did not engage such as fathers and young parents.

In answer to a question, she stated that there had been a slight decrease in children with disabilities registering and the reasons for this were being looked at and, in particular, whether there were any barriers. Some parents could lack confidence in the ability of practitioners to address the needs of their child and the service was

considering what training could be provided to address this. It was also possible that there were a number of children who did not have a diagnosis.

The benchmark for children registered had been set at 65% of those eligible and this had been met. Current levels were close to 90%. Centres were well embedded in local communities and the reconfiguration of health visiting had been crucial to this. Partnership working had grown in strength and that was particularly true of the relationship with Whittington Health.

Partners worked together with parents to determine the most effective means of communicating with the local community. Feedback indicated that a greater use of images would be welcome. A significant number of parents had English as a second language and their input had been particularly helpful. Outreach was an important part of the new offer. There were less staff than previously but more were assisting with outreach.

Centres worked with a network of local services and providers and would not necessarily expect all registered children to come to the Centre. This enabled centres who had experienced specific increases in registrations to absorb additional numbers. It was acknowledged that numbers attending popular stay and play facilities needed to be closely monitored. Collaborative work between centres would assist in accommodating additional numbers.

The bulk of children attending centres came from nearby wards. Although some families were travelling to access services, they were not in the numbers expected and services needed to be aware of children who may be missing out. All relevant children and families were contacted to let them know how they could continue to access services after the changes were implemented.

10. FREE EARLY EDUCATION ENTITLEMENT UPDATE

Ms Anuforo reported that 50% of eligible children were taking advantage of the 2 year old offer. The DfE no longer had a specific target for involvement but still wished to be appraised on progress. In developing the three year old offer, action was being taken to ensure that it did not impact adversely on the 2 year old offer. There was a shortfall in the number of places of 300 but take up was a bigger issue than place creation. Support continued to be provided for providers. There was anecdotal evidence that some parents were not taking up available provision as they felt their child was too young. The offer also needed to fit in with the needs of parents. If a flexible approach was adopted, places could be filled. There was now a wider range of providers and more schools, playgroups and childminders involved.

In answer to a question, she stated that assistance was provided to parents so that they were best able to choose suitable provision for their children. Training and support was also provided to providers in order to fill gaps in provision. However, a better understanding of blocks was still required and work with parent champions would be undertaken to achieve this.

Providers were currently receiving a higher rate of funding than that which was provided by the Department for Education. It was prudent for the Council to work with

the sector to manage down the level of payment to the funded amount. The intention was to use a slow taper but it was acknowledged that there was a risk of losing providers. The service would start to engage with providers regarding this.

11. SCRUTINY REVIEW ON CHILD FRIENDLY HARINGEY - INTRODUCTION, SCOPE AND TERMS OF REFERENCE

AGREED:

That the scope and terms of reference for the review be approved.

12. WORK PROGRAMME UPDATE

AGREED:

That the work plan be approved.

CHAIR: Councillor Kirsten Hearn

Signed by Chair

Date

**MINUTES OF THE MEETING OF THE ENVIRONMENT AND
COMMUNITY SAFETY SCRUTINY PANEL HELD ON TUESDAY,
4TH OCTOBER, 2016, 6.30 - 9.00 pm**

PRESENT:

**Councillors: Makbule Gunes (Chair), Clive Carter, Bob Hare,
Stephen Mann and Anne Stennett**

**Co-opted Member; Ian Sygrave (Haringey Association of Neighbourhood
Watches)**

96. FILMING AT MEETINGS

The Chair referred Members present to agenda item 1 in respect of filming at the meeting and Members noted the information contained therein.

97. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Barbara Blake.

98. ITEMS OF URGENT BUSINESS

None.

99. DECLARATIONS OF INTEREST

None.

100. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

101. MINUTES

AGREED:

That the minutes of the meeting of 30 June 2016 be approved.

102. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR COMMUNITIES

Councillor Eugene Ayisi outlined the key areas within his portfolio as follows. He commented that many of the diverse areas covered within his portfolio were losing funding so partnership working was becoming ever more crucial:

- Work in respect of Violence Against Women and Girls (VAWG) was focussed on developing a community response. He noted that 80% of social care cases covered by the Children and Young People's Service had an element of it within

them. Whilst issues relating VAWG were not race specific, some communities needed to develop a better understanding of the issues relating to it. Haringey currently had the 5th highest rate within London. Action was being taken to increase levels of reporting though and, as a result of this, it was likely that Haringey's position would go up but this would nevertheless be a positive outcome. A strategy had been developed and consultation was taking place on it. A week of activities to highlight VAWG was planned for November and discussions on the arrangements for this were in progress;

- There had been issues relating to anti social behaviour and crime in the Turnpike Lane area and a plan of action to address them was currently being developed;
- Action to facilitate earlier intervention to prevent young people coming into contact with the youth justice system was a priority and work with schools would play a key role within this. The outcome of Charlie Taylor review into the Youth Justice System was likely to have a significant effect. Demands on services that worked with young people were high but resources were limited;
- Increasing confidence in the Police was another priority. Levels within Haringey had not been good and that was especially true within the black community. This was reflected nationally with concerns regarding stop and search and the Black Live Matters campaign; and
- The Bridge Renewal Trust were likely to play an important role in developing the voluntary sector in Haringey and would hopefully assist in filling some of the voids that currently existed. There were often several organisations doing similar things and the Trust could also assist with bringing some of them together.

The Cabinet Member answered questions from the Panel, with assistance from Helen Millichap, the Police Borough Commander, who was also in attendance.

In respect of Stop and Search, Ms Millichap reported that searches had previously been high. The legislation that had been used by Police at the time meant that people could be stopped without separate grounds for suspicion. However, its use was felt to be damaging and there was evidence of searches being used disproportionately against members of some communities. Officers were now using alternative legislation that only allowed them to stop people if there was specific reason to be suspicious, especially in respect of possession of weapons or drugs. The focus was most strongly on weapons and she believed that this was where it should be used predominantly. They were aware that, if communities perceived stop search to be unfair or unjustified, it could lead to confrontations and a loss of confidence in the Police. They therefore needed to show that they were establishing robust grounds, for example with drugs searches, in order to maintain confidence. There was an independent monitoring group to look at Stop and Search and notes needed to be taken by officers undertaking a search, providing reasons.

In answer to another question, she reported that body cameras were being rolled out and all Police officers should have them by the end of the year. The majority of officers wanted the cameras and they would be used to record searches.

In respect of issues relating to Turnpike Lane and the recent public meeting regarding this, the Cabinet Member stated that the role of ward Councillors was important. There was a need to work with partners to resolve the issue without merely displacing it. There was also an issue in respect of how matters were communicated effectively to the local community. Eubert Malcolm, Head of Community Safety and Regulatory Services, reported that an action plan was being produced and a follow up public meeting would be held in six months time as it was important that residents were updated. Work would be done to determine whether some anti social behaviour and crime could be designed out. Ward Councillors would also be involved in discussions. Displacement was a concern and the intention was to come up with a long term plan.

Ms Millichap stated that the Police would follow up on the issues that had been raised. Extra Police resources would be deployed in the area but a step change was needed. She was pleased at the good turnout at the public meeting as it showed that local people cared about the area.

Ms Millichap stated that increasing confidence was a particular priority for the Police as it was low within Haringey and, to this end, a Confidence and Engagement Board had been set up. This would look at where confidence was low and co-ordinate work with partners to improve it. Local residents would also need to be involved. Communication, including social media, was an important issue as it was essential that the Police were able to provide a clear message.

Mr Sygrave commented that Haringey Association of Neighbourhood Watches covered over 300 individual watches with around 19000 members. There was also a Neighbourhood Watch Coordinator as well as a named a dedicated Police officer in each Safer Neighbourhood Team to work with her. There was scope for more Watches to be set up. There were also residents associations including a very good one that covered the Harringay Ladder. There was therefore a lot of engagement that could be done at a local level. Smaller and more specific meetings could better facilitate intelligence gathering. There was a lot of confidence building to be done and it was of concern that it had been allowed to get so low.

The Panel noted that funding for community safety initiatives came from a range of sources, including £650,000 from the Mayor's Officer for Policing and Crime (MOPAC) and £1.2 million core funding from the Council.

In answer to a question, Ms Millichap stated that a range of different knives had been used for criminal purposes. My Malcolm reported that underage test purchases were undertaken in respect of knives.

In answer to another question, the Cabinet Member stated that consultation would be undertaken in respect of the draft Violence Against Women and Girls strategy and this would involve visiting wards within the borough to discuss relevant issues. An action plan would be drafted in due course. He highlighted the fact that there was a specific need to involve the community in increasing the level of reporting.

103. CRIME PERFORMANCE STATISTICS (HARINGEY)

Helen Millichap, the new Police Borough Commander for Haringey, introduced herself to the Panel and outlined her priorities. In developing these, she had collected the views of a range of people and their views had closely reflected her own. There were four main areas that needed prioritising;

- Putting victims first. The care provided to them needed to be excellent and that was especially true of vulnerable people and children, including those affected by domestic violence;
- Building strong communities. This involved engaging and responding effectively to community concerns. An example of this was that the issues in respect of Ducketts Common. However, it was acknowledged that there were some legacy issues, not all of which were the responsibility of the borough;
- Dealing with offenders promptly and bringing them to justice; and
- Building strong partnerships. This was aimed at helping to stop crime starting in the first place. If crime was reduced, it would be possible for the Police to do more in the community. In addition, she wanted to develop better coordination of work across community safety and to also include safeguarding and the Local Safeguarding Children's Board (LSCB).

She felt that the Police currently provided a good offer in schools but she wanted to work more closely with primary schools so that Police officers become a normal presence. She wished to ensure that there was a standardised service for all schools, with a named officer for each.

The Panel received an overview of current performance issues in respect of crime and community safety;

- There had been an increase in hate crime and this reflected the experience elsewhere in London, although the increase in Haringey had been higher than the percentage increase for London. It was possible that this was due to increased levels of confidence leading to higher levels of reporting;
- Violence Against Women and Girls had gone up by 18% compared with a London level of 4%. 75% of incidents took place in the east of the borough. Non domestic violence with injury had gone up by 7.2%, which was broadly similar to the rate across London. There was a link to the night time economy, including retail;
- Knife enabled crime had gone up by 15.2% compared to 4.3% across London. The figures included instances where victims thought the perpetrator might have a knife as well as instances where one was actually seen. The majority of knife injury victims were young but some adults had also been affected. There had been an increase of 15% in the number of victims, compared to 4.2% percent for London. The increase equated to an additional 12 victims. The hot spots for knife crime had shifted following targeted action in key locations;
- There had been an increase of 5% in victims of serious youth violence. 83 of these were gang related. There had been cross border gang issues but these now appeared to be diminishing in number following targeted partnership work. Statistics for gun related incidents included instances where firearms might not be seen. Haringey's figures were the second highest in London, with only Newham being higher. In terms of drug offences, the majority of them took place in the

Turnpike Lane/Ducketts Common area. 92% were for possession, which was mainly for cannabis; and

- Burglary figures had shown a reduction of 8.5%. It was possible that this was at least partly due to the use of Metrace across the borough, which enabled items to be traced. In respect of confidence, Haringey had some of the lowest figures in London. There tended to be a time lag between improvements in crime figures being reflected in better confidence statistics.

In answer to a question, Ms Millichap stated that there was normally a correlation between crime and levels of confidence. However, confidence figures could be influenced by national issues. Recent figures had shown an increase of 4% in confidence levels. Effective communication and visible policing had been shown to have a positive effective on figures.

She stated that it was not clear yet what would replace the MOPAC 7 pan London priorities for the Police. Although a draft new framework had been circulated, the Metropolitan Police Commissioner had recently announced his departure and it was therefore possible that this would just be interim. It involved a focus on neighbourhood policing, Violence Against Women and Girls, gangs and knife crime. It was unlikely that the issues covered in the MOPAC 7 would be included in the new priorities. It was important that there was more reporting of domestic violence and abuse. New measures of good outcomes were needed however as charging was not necessarily the only issue.

The Panel noted that the increase in hate crime was higher in Haringey than the average for London. Ms Millichap reported that reporting levels for hate crime had been low so an increase was not necessarily all bad. It was possible that some of the increase had been a part of the post Brexit fallout. There had, however, been a longer and slower increase in reporting levels. It was possible that there were emerging vulnerable communities. Action was required to ensure that and all was being done to address the issue ensure and that, in particular, appropriate referrals were taking place. It could be difficult to differentiate between crime motivated and crime aggravated by hate. Detective Chief Inspector Paul Trevers reported that he hoped that there would be an increase in reporting in the forthcoming weeks as it would shortly be Hate Crime Awareness Week, which aimed to raise the profile of the issue.

Charlotte Pomery, Assistant Director for Commissioning, reported that increasing reporting of hate crime was very important and third party reporting was being encouraged. An on line tool was being developed to assist with reporting. Whilst the increase was of concern, at least part of it was likely to be due to an increase in reporting.

In answer to a question, Ms Millichap reported that the membership of the Confidence and Engagement Board had yet to be finalised but meeting would probably be theme based, with a range of partners invited to contribute. One particular issue was likely to be the effective use of digital media.

In respect of firearms, she reported that the borough was able to bring in resources from outside. For example, Operation Viper was undertaking specific work in relation

to firearms and was operating on areas near to the borough. Proactive and preventative work was undertaken locally in respect of more day-to-day knife and firearms issues. However, this stopped short of armed foot patrols.

Mr Trevers reported that the borough's gangs unit worked alongside the Integrated Offender Management team. The aim was to prevent and intervene. There were currently a number of young men who had been involved with gangs and were engaging positively. It was important to try to prevent young people becoming involved in the first place though and the engagement work that was done with schools was therefore very important. Enforcement action was undertaken and often arose from intelligence.

The Panel thanked Ms Millichap, Mr Trevers and officers for their contribution.

104. FINANCIAL MONITORING

Steve McDonnell, the Assistant Director for Commercial and Operations, reported that there was currently an overspend of just over £1 million relating to services within Priority 3 of the Corporate Plan. This was due to a number of factors;

- Action to deliver new ways of parking enforcement was not on track. Discussions were currently taking place regarding the feasibility of a shared service for traffic management;
- Savings from the use of LED street lighting had not been fully achieved. This had been due to the fact that the level of them had been overstated and, in addition, energy prices had gone up;
- There had been a projected £72,000 overspend in the Neighbourhood Action Team but the position had recently improved;
- There was a significant overspend in Asset Management. Planned savings from selling corporate property had not been achieved and would need to be re-profiled. A delivery vehicle was being developed to take this forward;
- Other areas, such as Business Support, had underspent.

In answer to a question, Mr McDonnell reported that consideration was being given to improving the efficiency of parking enforcement. This had involved looking at the practice adopted by other London boroughs. In addition, consideration was also being given to having a shared service. He noted that there were still areas within the borough where there was unrestricted parking. It was likely that the use of Civil Enforcement Officers (CEOs) would increase.

In terms of the overspend in respect of street lighting, he stated that the energy savings from introducing LED lighting had been overestimated as well the speed in which it could be installed. The savings had therefore been £60-70k rather than the £200k that had been anticipated. In addition, energy prices had also gone up. However, the business case for their use remained strong although it needed to be re-profiled. In terms of asset management and corporate landlord buildings, savings from this would be achieved at some point and the development vehicle would assist in the process. The Panel noted that income from Penalty Charge Notices (PCNs) was required to be re-invested in the service.

105. IMPLEMENTATION OF 20 MPH SPEED LIMIT

Frederico Fernandes, the Interim Parking Schemes Manager, reported that a borough wide consultation had been undertaken regarding the introduction of a 20 mph speed limit. The feedback was that residential roads, roads near schools and town centres should be included. The scheme went live in February this year. A survey of traffic speeds was taken just before implementation. Various activities were undertaken to promote the scheme. Enforcement had taken place on roads where problems had occurred. There had been 2 arrests and 227 engagements so far. In addition, Community Road Watch had been introduced as a joint initiative between Transport for London and the Police. There were now 38 volunteers providing enforcement in a number of different streets. A further survey of traffic speeds was currently being undertaken.

In answer to a question, the Panel noted that there was also a 20 mph speed limit in operation in Islington. “Hard” measures such as speed humps, could be introduced to help reduce traffic speeds if necessary. There was a modest budget for publicity.

AGREED:

That traffic speed data arising from the current survey on the impact of the introduction be shared with the Panel.

106. WORK PROGRAMME UPDATE

In respect of review projects for the year, it was noted that the intention that they would take place in the order specified in the work plan, as agreed by the Overview and Scrutiny Committee. The Panel was nevertheless able to change the order if it so wished, subject to the concurrence of the Overview and Scrutiny Committee.

CHAIR: Councillor Makbule Gunes

Signed by Chair

Date

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Report for: Overview and Scrutiny Committee: 28 Nov 2016

Title: Corporate Plan 2015-18 Priority performance update on Building a Stronger Haringey Together- October 2016

Report

authorised by : Charlotte Pomery, Assistant Director, Commissioning

Lead Officer: Sanjay Mackintosh, Head of Strategic Commissioning
sanjay.mackintosh@haringey.gov.uk
Margaret Gallagher, Corporate Performance Manager
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Ward(s) affected: All

Report for Key/

Non Key Decision: Non key

1. Describe the issue under consideration

- 1.1. The Council introduced a new approach to performance management which allows residents and others to easily track the Council's performance against five core areas of the Corporate Plan and hold it to account.
- 1.2. This report covers the fifth update and publication of priority dashboards, the original launch was in October 2015. It informs the Overview and Scrutiny Committee of performance against the outcomes and strategic priorities in the Corporate Plan 2015-18, as at September 2016. It provides an overview of key performance trends and an assessment of progress against targets and objectives on an exception basis.
- 1.3. The Priority Dashboards and trajectories illustrate progress towards our goals in Building a Stronger Haringey Together and report performance in a outcome-focused and transparent way.
- 1.4. The Committee has considered their role in scrutinising and supporting performance improvement and systems have been put in place to ensure that this evidence base is used to inform the Overview and Scrutiny work programme. This approach was solidified with performance representatives contributing to the topic suggestions reviewed at the Scrutiny Cafe in early June. Since then all Scrutiny Panels have had an opportunity to review performance using the current data as published in the Priority dashboards.
- 1.5. Scrutiny Panel Chairs are briefed on a quarterly basis on emerging performance trends and supported to use this information in the work of individual Panels. Looking at the data in real time enables Members to use information to drive discussions about performance. It further enables Members to explore solutions, through partnership working, to areas of challenge informed by insight and understanding of need from the resident's perspective

- 1.6. The timely publication of these dashboards on the Council's website has created greater transparency about the Council's performance, enabling accountability directly to residents. This is one way we are working with communities to make the borough an even better place to live.

2. Recommendations

- 2.1 Overview and Scrutiny Committee is asked to:

- Note and comment on the progress made against the delivery of the priorities and targets of the Corporate Plan, Building a Stronger Haringey Together at this point in the 2016/17 year.
- Address any issues of concern through the work of individual Scrutiny Panels and feedback their experience of how this is working

3. Performance Overview (as at October 2016)

- 3.1. The five Priority dashboards illustrate that amongst the many outcomes that we are seeking to achieve, whilst there have been areas of improvement, there remain some persistent challenges. The dashboards afford Members an opportunity to challenge progress being made against specified outcomes and to gain insight on the associated risks and barriers to delivery of agreed targets.
- 3.2. The dashboards are updated quarterly on Haringey's website and continue to set out progress on performance achieved to date, in a visual, intuitive way based on the latest available data.
- 3.3. Overview and Scrutiny received a report outlining the new approach to performance management on 19th October 2015. For more detail on the framework, dashboards and how to read these please refer to that report or the Haringey website. A link to the latest updates of the priority dashboards is included in section 5 of this report.
- 3.4. A guide on 'how to read the wheel and RAG (Red, Amber, Green) status has been published on the website under each Priority and provides an overview of the methodology used for assessing performance. A four point RAG status is used in the assessment of progress against delivery with the following guidelines for interpretation:
- Green – Current performance equal to or above target trajectory (on track to meet the target)
 - Amber Green – Current performance below trajectory by less than 5% (needs attention in order to meet target)
 - Amber Red – Current performance below trajectory by between 5 & 10% (needs substantial attention in order to meet target)
 - Red – Current performance below trajectory by more than or equal to 10% (off track to meet target)
 - Grey- no updates since target was set or insufficient data to make assessment

- 3.5. As part of the governance and tracking of progress against outcomes there has been a review of the indicators and measures for Priorities 4 and 5 and work is underway to review the measures for Priority 2. This review has been necessary as it was felt that the measures did not reflect the core outcomes for the Boards or that further helpful breakdowns would enable more pinpointed tracking of progress. As a result, some new indicators or more helpful breakdowns e.g. of consented units, appear in these dashboards. Data has now been made available and practically these will illustrate progress on associated objectives. A few areas are shown in grey on the dashboards as there is insufficient information to make an assessment of progress at this point.
- 3.6. As a result of the fairly substantial changes to the Priority 4 and 5 dashboards, the wheels were redesigned to make them interactive for the web. This is now completed and all wheels are clickable to provide details.
- 3.7. In addition we continue to clarify and challenge the application of thresholds and RAG status for each measure to ensure a consistent approach is applied across all priorities. The RAG status assigned should reflect what the data tells us about performance against our trajectory or pathway to the target. RAG status should not be determined on the basis of confidence of delivery but on an assessment of the data and whether overall we are on track to meet a particular objective. Insight and known factors that may have an impact on delivery or programme activity are added as callout boxes to the trajectories for relevant indicators.
- 3.8. Overall this fifth update of the dashboards shows progress against objectives set out in the Corporate Plan 2015-2018 with a mixed picture across Priorities and objectives with some areas where we have assessed that more needs to be done to achieve our ambitions.
- 3.9. When making comparisons across the Priority dashboards, Priority 3 has the most objectives off track. Priority 4 appears to have the most objectives on or close to being on track.
- 3.10. The following areas are showing good progress and performance as illustrated by the indicators below:
 - Priority 1 (Objective 6) – **Looked after children achieving 5 or more GCSEs.** Haringey's 2016 results show that 37.1% of Haringey's eligible children achieved 5 A*-C GCSEs. These results have improved since 2015 (29.4%), which was already an improvement on 2014 (25%) and our ranking in London has improved from 18th to 11th. For those with 5 GCSEs including English and Maths, Haringey's performance ranks 5th best in the country. For Children in Need Haringey ranked 4th nationally with 30.8% achieving 5 GCSEs A*-C, double the national average.
 - Priority 2 (Objective 4) - **Overall satisfaction of people who use services with care and support.** Annual data from the 2015 adult social care survey shows an improved position with published data confirming that 61% of adult social care service users are satisfied with the care and support provided. In addition the same survey indicates that 88.7% of service users say that those

services have made them feel safe and secure, an improvement on previous results and amongst the top quartile of our statistical neighbours.

- **Priority 3 (Objective 2) – Litter on Streets.** The litter score for Tranche 1 (Apr-Jun 16) is 5%, improved compared to Tranche 3 (9% of streets with unacceptable levels of litter & detritus) and equal to Haringey's overall 2015/16 performance of 5%, despite the service change from twice weekly sweeping to weekly sweeping on residential and other zone 2&3 land uses from January 2016. Although improved, we have not yet achieved our ambitious target to have 97% of streets of an acceptable cleanliness standard and to be amongst the top quartile of London Boroughs.
 - **Priority 3 (Objective 5) – Burglary** in Haringey continues to decrease having already achieved the 20% reduction MOPAC target by March 2016. There were 2,418 burglary offences in the year to 11th September, a 9.7% decrease on the previous year with a similar decrease in domestic burglary rates, although there has been a slight spike since April 2016 in Tottenham solely with Northumberland Park and Tottenham Green ranked 1st and 2nd highest for the number of burglary offences. Haringey is still well ahead of the corporate plan target and performance is better than the 5% reduction in London for the same period.
 - **Priority 4 (Objective 5) – Borough wide units consented.** Haringey is prioritising new homes in Wood Green and Tottenham where need and opportunity are greatest by bringing some of the borough's key community assets into more active use. Borough wide 971 units have been consented in the first 6 months of this year putting us on track to achieve our annual target of 1,502.
 - **Priority 5 (Objective 1 & 2) – Net additional homes provided.** This indicator is currently measured against the new Haringey Target. In 2015/16 there were 883 net additional homes provided. This is below the London Plan target that was in place at the time, but better than the Haringey trajectory to achieve over 2,325 units a year by 2018/19, and is line with the new London Plan target. **Homelessness preventions** have seen an increase of 22% from Quarter 1 to Quarter 2 2016 equating to 45% of homelessness approaches prevented in Q2, an improving trend, putting us on track to achieve our 35% target in 2016/17. The restructure of the directorate has taken place and ongoing work will focus on increasing this performance further.
- 3.11. Based on exceptions the following objectives may be worthy of some further exploration as these present some current challenges:
- **Priority 1 (Objective 5) - First Time Entrants to the Youth Justice System** Span a fairly wide range from a rate of 705 per 100,000 in Lewisham to a rate of 205 in Kingston and Richmond. Haringey ranks 11th with a rate of 475 entrants per 100,000 population, above the average for London (410) which is reducing and higher than our target to remain below the London average.
 - **Priority 1 (Objective 2) 2016 Provisional Key Stage 2 results** were disappointing with Haringey being the second lowest performing local authority

in London meaning our children have achieved significantly less well than other children in London and in England. This relates to the combined Reading, writing and maths reaching the expected standard and is adversely affected by the reading score with the scores for maths and grammar, punctuation and spelling being in the inter-quartile ranges. The more informative progress scores for reading writing and maths were +0.8, +2.9, +1.5 respectively compared with the national average of -0.1 for each of the subjects. Final adjusted results will be published in January 2017.

- Priority 2 (Objective 1) – **Smoking Prevalence in Adults** has increased by 56% from the 2011-2013 baseline with prevalence of almost 40% in routine and manual professions. This is significantly above the London and England averages (25% and 28% respectively) and our target to reduce smoking prevalence. However issues with confidence intervals associated with the survey mean that we will look at a wider sub set of measures around smoking prevalence based on the annual population survey and quality outcomes framework (QOF) methodology. Performance on these new proposed measures will be reported from December 2016. Linked to this Haringey's **stroke rate** continues to increase, the 3 year average stands at 26.48 compared to 16.90 for similar boroughs per 100,000 under 75 population for the period 2012-2014. These indicators are measuring long term trends and current outcomes will reflect performance and activities over a prolonged period.
- Priority 3 (Objectives 1 & 5)- **Fear of Crime** in Haringey as measured through a survey has increased since 2013/14. Worry about crime in the area has increased; data showed that 41% of respondents said they were very or fairly worried about crime in their area in the last 12 months, an increase of 4% since the previous quarter, and 8% above its current target. This is higher than the position for London at 32% with an aim to reduce fear of crime to 29% concerned, by March 2018. **Violence with injury (VWI)** is set to miss its MOPAC reduction target and has increased by 8% in the year to June 16, compared to a 4% increase in London in the same period. Approximately a third of VWI offences involve domestic abuse but there has also been an increase (6.8%) in the VWI excluding domestic abuse up from 1,796 to 1,949 offences in the year to June 2016.
- Priority 4 (Objective 3) – **Apprenticeship take up.** The target for 2015/16 was not met, with only 32 placements taken up compared to a target of 50. The 2016/17 target is again 50, but in Q1 only 3 places were taken up. There are still significant and arguably structural obstacles to increasing and improving the take up apprenticeships, such as: apprenticeships not being regarded as an attractive option for young people; and difficulties in sourcing enough candidates who can handle the demands of an apprenticeship. Opportunities and priorities to improve performance this year include: working with a broader range of employers e.g. BT and Tottenham Hotspur Football Club; deepening school outreach and engagement work; and developing an improved package of pre-apprenticeship support.
- Priority 5 (Objective 1) – **Number of affordable units.** In 2015/16 there were zero completions of affordable housing for development sites of a reasonable size. 42 were forecast but schemes due to complete slipped. In the first 2

quarters of 2016/17, 86 affordable units have been delivered but this is well behind the projected number of 421 for 2016/17 and places us off track to achieve our target of 40% affordable new homes. Future targets of affordable housing are uncertain because of the potential implications of the future Housing and Planning Bill.

Quality Assurance

- 3.12. Public organisations need reliable, accurate, and timely information with which to manage services, inform users, and account for performance. Good quality data is an essential ingredient for reliable performance and financial information. Effective organisations measure their performance against priorities and targets in order to determine how well they are performing and to identify opportunities for improvement. Therefore, the data used to report on performance must be fit for the purpose, representing the Authority's activity in an accurate and timely manner.
- 3.13. Data used in the dashboards is validated and quality assured through the performance and business intelligence teams undertaking checks and balances on the data and investigating unexpected variances or anomalies. Many of the indicators tracked form part of national or statutory datasets that also go through rigorous external validation before results are published normally on an annual basis.

4. Contribution to strategic outcomes

- 4.1. All Priorities including cross-cutting themes of; Prevention and early intervention, A fair and equal borough, Working together with Communities and Working in Partnership as well as Customer Focus and Value for Money.

5. Use of Appendices

Priority dashboards and performance packs

<http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together>

Report for: Overview & Scrutiny 28th November 2016

Title: 2016/17 Period 6/Quarter 2 (September 2016) Financial Report

Report

Authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Anna D'Alessandro, Interim Deputy CFO

1. Describe the issue under consideration

- 1.1. This report sets out the 2016/17 Period 6/Quarter 2 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

2. Cabinet Member Introduction

- 2.1. This report provides an update on the projected financial position of the Council for 2016/17 as at Period 6/Q2 (September 2016). It covers significant operating and capital revenue variances on a full-year basis.
- 2.2. Overall, at Period 6/Q2 the Council is projecting a **full-year deficit/overspend of £22m** for 2016/17. This is an **improvement of £0.8m from the Period 5 position of £22.8m reported to Cabinet in October 2016**. There are positive movements in most of the Council's budgets in recent months which is a continuing sign that the spending restrictions across the Council are having a positive impact.
- 2.3. Of the overspend, a significant proportion resides in the areas which continue to face increasing demand pressures: Adults (£12.5m), Children's (£5.2m) and Temporary Accommodation (£7.4m). The significant overspend in these areas is offset by releasing out under spent budgets in the Non Service Revenue budgets.
- 2.4. The increase in demand and therefore the cost for the Council's acute services is outstripping actions being taken to manage costs down and generate income. This is required to produce a balanced financial position at year-end and prevent any further deterioration.
- 2.5. Direct action is being taken to manage the financial position over the coming months. At Quarter 1 we indicated that we have put in place in-year mechanisms to manage the risks arising and these seem to be having a positive effect. We have also previously built a reserves position that will allow us to cushion the impact of these challenging financial times.
- 2.6. In order to manage the in-year risks, targeted action is being taken to address the overspend. This includes a number of spend reduction mechanisms which are being overseen by The Leader, myself as cabinet member for Finance, the Chief Executive and the Chief Operating Officer (COO). This is supported by our planned programmes of transformation being driven at pace.

3. Recommendations

That the Committee note:-

- 3.1. The report and the Council's 2016/17 Period 6/Q 2 financial position in respect of revenue and capital expenditure;
- 3.2. The risks and mitigating actions, including spend controls identified in this report in the context of the Council's on-going budget management responsibilities;
- 3.3. The increase in the capital budgets of £6.3m as set out in section 6.8; and
- 3.4. Virements set out in **Appendix1**.

4. Reasons for decision

- 4.1. A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties.

5. Alternative options considered

- 5.1. This is the 2016/17 Period 6/Q2 Financial Report. As such, there are no alternative options.

6. Background information

- 6.1. This is the Financial Report to Committee for Q2 of the 2016/17 financial year covering both Revenue and Capital.

2016/2017 Period 6/Q2 - Key Messages

- 6.2. Overall, at Period 6/Q2 the Council is projecting a **full-year deficit of £22m** for 2016/17 in its revenue position, an **improvement of £0.8m from Period 5**. Although a reduction from the previous report, this presents a significant risk to the Council's financial position.
- 6.3. This £0.8m improvement is mainly within the Non-Service Revenue (NSR) due to the release of some corporate contingency to proactively manage some of the Council's emerging risks.
- 6.4. Of the overspend, £24.9m (a £0.4m reduction across Adults and Children's from Period 5), resides in demand-led areas including; Adults (£12.5m), Children's (£5.2m) and Temporary Accommodation (£7.4m). These areas represent the Council's most acute services and where demand for these services is outstripping the Council's ability to reduce spend or increase income at a pace to manage risks and deliver a balanced budget.
- 6.4. As identified at Q1 and Period 5, a number of mechanisms have been put in place to manage cost/demand-led pressures. These focus on the acceleration of transformation activities supported by a number of in year cost reduction mechanisms which included, greater momentum on restructures, active management and reduction of agency/interim staff and category spend blockages.

Table 1 below identifies the Period 6/Q2 position and variance to budget. This is supported by detailed variance analysis and mitigating actions.

Table 1: Forecast Revenue Outturn as at Period 6/Q2 (September 2016)

Summary Budget position September 2016					
	2016/17 Revised Budget	Forecast Outturn at Period 6	Forecast Variance Period 6	Forecast Variance Period 5	Forecast Variance Movement
	£'000	£'000	£'000	£'000	£'000
Leader and Chief Executive	2,887	2,977	90	120	(30)
Deputy Chief Executive					
Adult Social Services	73,062	85,513	12,451	11,839	612
Children and Young People	47,300	52,541	5,241	5,436	(195)
Public Health, Commissioning & Other	41,099	41,419	320	(28)	348
Deputy Chief Executive Total	161,461	179,473	18,012	17,247	765
Chief Operating Officer					
Housing General Fund	14,472	21,865	7,393	7,393	0
Commercial & Operation Services	37,541	38,322	781	692	89
Other (SSC, Customer Services etc)	16,955	17,173	218	480	(262)
Chief Operating Officer Total	68,968	77,360	8,392	8,565	(173)
Regeneration, Planning & Development	8,124	7,651	(473)	(173)	(300)
Total for Service Areas	241,440	267,461	26,021	25,759	262
Non Service Revenue	14,187	9,140	(5,047)	(4,056)	(991)
Contract Procurement Savings	0	1,060	1,060	1,060	0
TOTAL	255,627	277,661	22,034	22,763	(729)

- 6.5 A significant challenge session has been undertaken for Q2 on significant capital programmes and a further detailed analysis of the budgets.

As a result, it is proposed to increase the overall budget for the capital programme by £6.3m for which there are sufficient funds within the overall capital strategy. This would increase the overall budget for 2016/17 to £197m from the £191m reported to Cabinet at period 5.

At Q2 there is a reported underspend of £49m against the revised budget of £197m and around £44m of this underspend relates to programme slippage.

6.6 Analysis of Revenue Variances

6.6.1 Corporate actions to mitigate financial risks

The increases in demand have been so significant that they have outstripped our ability to make comparable savings. To manage the financial position a number of spend reduction mechanisms have been introduced across the organisation;

- Increased pace on restructures
- Enforced agency and interim staff leave
- Further reduction of agency and interim staff
- Not filling vacant posts
- Blocking spend categories to prevent purchases of non business critical items
- Asst Directors signing off all purchases
- A further round of Voluntary Redundancies during October

The implementation and impact of these mechanisms are being managed through a Savings Steering Group chaired by the Leader, with the Cabinet Member for Finance, Chief Executive and Chief Operating Officer.

6.6.2 Leader and Chief Executive (£0.1m overspend)

The budget pressures identified relate to costs of the Referendum and by-elections this year.

6.6.3 Deputy Chief Executive (c£18.0m overspend)

Adults (£12.5m overspend)

Overall, the Adults Social Care budget is projecting an overspend position of £12.5m, a **worsening of £0.6m** on Period 5. The majority of this movement is explained by changes to the arrangements for Free Nursing Care (ie Health Authority contributions to Nursing Care placements). In previous months the additional income was treated as an improvement in the Adults Social Care budget position, but the consensus in London authorities is that this added benefit should be passed on to the providers.

This is an area of corporate focus and there are a number of pieces of work being delivered to help manage spend in this area notwithstanding the implementation of corporate spend reduction mechanisms. Adults is currently prioritising transformation work which will focus on reducing demand at the front door, working more effectively with Health and accelerating reviews of existing clients.

At present most of the savings measures in place, while being at a level consistent with MTFS savings targets, are being offset by continued demand, which is why the service is continuing to show such an overspend. Work is on-going to identify further areas of cost reduction. The service has engaged external support to accelerate the transformation changes and is currently identifying further areas for transformation.

The analysis for each area is:-

- **Care Purchasing (£11.5m overspend)** – The care purchasing spend is based on actual open cases at 1st April 2016, forecast new cases during the year at 2015/16 levels of activity, less the natural rate of closed packages during 2015/16. The forecast cost of this has taken into account the expected impact of all the transformation projects in 2016/17, reflecting actual changes in activity levels as the year progresses, to produce a variance of £11.5m.
- These forecasts already factor in a fair assessment of the likely impact of savings measures, including the contribution that 100% reviews of all packages can provide.
- **Learning Disabilities (£1.5m overspend)** - There has been slippage in delivering savings in the reconfiguration of Day Opportunities for Learning Disabilities clients. These have been complex projects involving closures of establishments, redesign of remaining services and case-by-case consideration of how the needs of clients will be met within the new service. The new arrangements are now planned to be in place by the final quarter of 2016/17.
- **Osbourne Grove (£0.4m overspend)** - There is slippage of £0.2m from 2016/17 to 2017/18, in addition to budget pressures of £0.2m on this service, which is on a worsening trajectory.

- **Other Direct Provision (-£0.4m underspend)** – This includes an underspend where costs for rent payments on a day centre over some years will not now be required.
- **Other Adults Social Care (-£0.5m underspend)** – This includes some staffing underspends in assessment and social work teams.

Children and Young People (£5.2m overspend)

Overall, the Children's Services budget is projecting an overspend of £5.2m at Period 6, an **improvement of £0.2m**. This area continues to implement its programme of transformation and is engaging in the Council's spend reduction mechanisms which is being overseen by the Priority Board and the Budget Sub Group. This £5.2m overspend is accounted for as follows:

- **Social Care Placements (£1.8m overspend)**. Savings targets set for this budget have not been met. The social care placements model has reflected an improvement of -£0.2m in the forecast position, taking account of the changing circumstances of existing cases (notably 5 step-down cases contributing an improvement of £50k+ each), plus the expected cost and number of new ones. The placements model has been adjusted to reflect an average of 18 new LAC per month (rather than 13.5 previously) as this is more in line with current rates of new cases. Overall numbers of LAC have risen from their low of 406 on 1st April 2016 to 426 on 1st September 2016.
- **Social Care Workforce (£1.7m overspend)**. Savings of £2.1m have been allocated so far, with a further £1.5m savings to be allocated in 2017/18. Plans for workforce restructuring have slipped from 2015/16 and they are £0.3m behind schedule, with a new structure expected to be in place by Autumn 2016. A new structure is now out to consultation with staff. Efforts are being channelled currently into managing the immediate workforce restructuring, and consideration is being given to reducing case numbers and delivering further savings in this area.
- **Social Care - Other non-staffing (£0.2m overspend)**. For No Recourse to Public Funding (NRPF), numbers of families being supported have recently reached 50. Work continues with the dedicated Home Office support worker to review cases and progress to a conclusion in order to manage this number down.
- **SEND (£0.6m overspend)**. The Special Educational Needs (SEN) transport budget is showing an overspend of £0.2m and respite services for disabled children are predicted to overspend by £0.1m. Management action is being developed to address both of these issues. There is an acknowledgement, reflected in Month 6, that £0.3m of income for trading SEN support services with schools is not achievable as the related expenditure is within the DSG.
- **Other Children and Young People Service (£0.9m overspend)**. There is a technical overspend on the DSG budget as it is held in SAP which has been an issue for a number of years and has remained unresolved as the impact is a hit on the General Fund of £0.9m.

Other Deputy Chief Executive's Services (£0.3m overspend)

- **Commissioning (£0.1m overspend)** As Children's Centres has transferred to Children's Services their underspend has transferred too.
- **Schools and Learning (£0.2m overspend)** The delays in closing the Professional Development Centre and difficulties in meeting traded income targets with schools have been acknowledged this month.

Further Action – Adults & Children's

Both Adults and Children's have a number of demand management and spend reduction activities in place to manage the deficit position. Many involve a focus on quick wins which can be delivered in 2016/17 with greater benefits in 2017/18.

6.6.4 Chief Operating Officer (c£8.4m overspend)

Housing General Fund (£7.4m overspend)

The Housing General Fund budget forecast remains the same as at Period 5 at £7.4m. This is the result of pressures on the Temporary Accommodation (TA) budget and the supply of suitable and affordable accommodation with an increased reliance on emergency accommodation although demand has also increased. Both demand for TA and the cost of provision are expected to continue rise in 2016/17.

The housing market conditions in London make mitigating actions particularly difficult however a number of mitigating actions have been identified and are being implemented through the delivery of a recovery action plan from Homes for Haringey which is being monitored by the Priority 5 Board. Some of these initiatives have front-loaded costs which mean that the benefits of their implementation will not materialise until 2017/18.

Commercial and Operations (£0.8m overspend)

The Commercial and Operations budget is forecasting £0.8m overspend, largely due to the non-achievement of planned savings relating to the disposal of corporate property. There are savings of £0.6m in Traffic Management relating to new ways of delivering Parking Enforcement, and £0.4m associated with reduced energy costs due to a borough wide LED street lighting roll out, which will also not be achieved. These factors are offset by additional income of £0.7m, in relation to new CCTV traffic enforcement cameras and CPZ implementation, with those projects being implemented at the latter part of the financial year, and associated income profiled from November onwards. The position has worsened slightly since Period 5, by £0.1m. This is due to recent analysis that suggests compliance with moving traffic contraventions and therefore income generated lower than forecasted.

Other (Total c£0.2m overspend)

Customer Services is projecting a £0.3m overspend to year-end due to slippages in the restructure from an estimated start date of April 2016 to November 2016. There are options to mitigate this overspend being considered by the COO which are largely around the proactive management of agency staff. **Transformation and Resources** is forecasting a small overspend of £0.1m

which are largely related to agency spend to support transformation activity. In the **Shared Service Centre** staffing spend is contributing £1.0m of budget pressures. Work is being undertaken to do some detailed analysis on all staffing (including agency). The HR overspend of £0.6m has reduced slightly since period 5 and is mainly made up of a £0.35m forecast trading loss on Schools Traded Services.

6.6.5 Director of Regeneration and Planning (£0.5m underspend)

This service is currently forecasting an underspend of £0.5m which is an improvement of £0.3m on the £0.2m reported at Period 5. In addition, to an increase in planning income the service has also taken steps to not commit expenditure where one-off savings can be made.

6.6.6 Contract Procurement Savings (£1.1m under-achievement)

Within the Medium-Term Financial Strategy there is an expected c£1.9m savings in contract costs over 2015/16 and 2016/17. Projections at Period 6 show savings of £0.84m being achieved and therefore a forecast position at year-end of £1.1m. However, it is expected that the savings will ramp up in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt. There is also an opportunity to trade the DPS tool/service to other boroughs, which have not yet been costed or forecast, but we are currently speaking to other authorities to gain interest.

The main contributing factors to the achievement of the £0.84m are: good progress towards the implementation of the DPS for Adults Social Care and TA of £0.6m; and the implementation of the new operating model for temporary and permanent recruitment, £0.2m.

6.6.7 Housing Revenue Account (HRA)

At present the HRA is forecast to breakeven at Period 6/Q2 although there is a pressure arising in the managed budgets in respect of garage income and in the Home for Haringey management fee. Homes for Haringey are currently working on a management actions to mitigate the pressure on the management fee.

6.6.8 Dedicated Schools Grant (DSG)

Table 2 below, sets out the overview of the net expenditure and DSG plans and forecasts for 2016/17, as at Period 6. There is a variance of £0.9m arising from overspends in the budget. Beyond that, the DSG budgets for Children and Young People with Additional Needs is showing a projected overspend of £0.5m in the areas related to children with high needs. Much of the action necessary to identify compensating under-spends is being pursued through a sub-group of the Schools Forum. In the medium to long term alternative provision will be developed which will result in a phased transition to cheaper, better, and more local provision. In Schools and Learning, the variance of -£0.1m is attributable to the Tuition Centre and Early Years.

Table 2: Statement of DSG Income and Expenditure Period 6, 2016/17

Service	Budget			Forecast			Variance		
	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools and Learning	152,840	-152,840	0	152,716	-152,716	0	-125	125	0
Children Services	26,372	-27,250	-878	26,934	-26,934	0	562	316	878
Commissioning	10,266	-10,266	0	10,261	-10,261	0	-5	5	0
Total	189,478	-190,356	-878	189,910	-189,910	0	432	446	878

6.7 Virements

At Period 6/Q2 the virements position is as shown in Appendix 1.

6.8 Capital Expenditure Position

As previously reported to Cabinet, a significant challenge exercise was undertaken for Quarter 2 to ensure that business cases and delivery programmes for each scheme are robust, and that future year expenditure profiles accurately reflect expected progress in each case.

This exercise has also identified a number of budget adjustments that are required in addition to any business as usual.

The capital programme budget reported to Cabinet for Period 5 was £191.5m recognising a deferral of expenditure (£7.3m) from the opening £198.8m position. This included inadvertently the deferral of two corporate schemes (£4.2m) but did not include the omission of a HRA scheme (£2.1m) approved by Cabinet in February 2016.

Since Quarter 1, the Cabinet has approved an increase in the Hornsey Town Hall (£580k) and the Social Supermarket (£85k) budgets. There are sufficient funds in the current capital programme to meet these additional costs. As a result of the adjustments, the revised total capital programme budget is £198m. This is reflected in Table 3 below.

Table 3: Capital Expenditure Projection Period 6/Q2

Priority	Revised Budget £'000	Forecast as at Q2 £'000	Projected Variance £'000
Priority 1 - Childrens	15,132	11,909	-3,223
Priority 2 - Adults	2,584	2,584	
Priority 3 - Safe & Sustainable Places	15,879	12,779	-3,100
Priority 4 - Growth & Employment	60,464	36,923	-23,541
Priority 5 - Homes & Communities	5,875	5,875	
Priority 6 - Enabling	14,672	8,160	-6,512
Total General Fund	114,606	78,230	-36,376
HRA	83,775	67,723	-16,052
Total Capital Programme	198,381	145,953	-52,428

7. Five-Year MTFS and Budget Setting Process

Work is continuing on developing the five year MTFS which will be presented to Cabinet in December and then followed by consultation prior to being presented for final approval to Full Council in February 2017.

The impact of demand and growth pressures are being incorporated into the MTFS assumptions, together with any other 2016/17 pressures which are ongoing – such as existing savings which have not been delivered as well as the effect of mitigating actions outlined in this report. The estimated impact of both government reform and local Council Tax/Business Rate collection have been modelled and will continue to be updated as information is made available, and will form part of the December report. It is anticipated that the overall funding for services will reduce substantially and it is therefore vital that the underlying level of spend is addressed in order to provide a sound medium-term base for the Council.

8. Contribution to strategic outcomes

Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

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

Finance

9.1 The whole report concerns the Council's financial position.

There is a significant risk of overspend that has been identified in this report and the COO, as part of the Leadership Team, has implemented a number of processes to reduce the organisational expenditure. The cost reduction measures will be monitored to ensure that they are reducing expenditure. It is important also to ensure that the impact of the cost reductions on service delivery are minimised which is also being monitored through the Priority Boards.

Legal

9.2 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

9.3 The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the over spend.

Equalities

9.4 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.

9.5 This report provides an update on the current position in relation to planned MTFS savings and mitigating actions to address current overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 23rd February 2015.

9.6 Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process will be subject to new equalities impact assessment.

10 Use of Appendices

Appendix 1 – Virements

11 Local Government (Access to Information) Act 1985

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

- Periods 1-5 Monthly Financial Reports

For access to the background papers or any further information please contact Anna D'Alessandro – Lead Finance Officer.

APPENDIX 1

Table 3: Virements

Virements for Noting						
Virements						
Period	Service/A D Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
6	IT	Revenue	4,333	4,333	Budget Realignment	IT Staffing Budget Realignment
6	IT	Revenue	137	137	Budget Realignment	IT Supplier Budget Realignment
6	Comm	Revenue	909		Park Lane Children's Centre - Relinking	Movement of Children Centre from Commissioning to Children's Service
6	Comm	Revenue	1,242		Triangle Children's Centre - Relinking	Movement of Children Centre from Commissioning to Children's Service
6	Comm	Revenue	1,073		Woodside Children's Centre - Relinking	Movement of Children Centre from Commissioning to Children's Service
6	Comm	Revenue	771		Stonecroft Children's Centre - Relinking	Movement of Children Centre from Commissioning to Schools & Learning
7	RPD	Revenue	15		Monument Way Path & Toilet	Monument Way Path - TFL funded budget
7	RPD	Revenue	87		Period 6 V38013 NHB Funded	Programme Manager costs funded from NHB grant, Remainder of grant funding for project delivery
7	RPD	Capital	(332)		Wood Green Regen Capital Budgets Tidy up	Wood Green Regen Capital Correction to budgets following a review of projected spend
7	RPD	Revenue	101		Wood Green Regen Revenue Budgets Tidy up	Wood Green Regen Revenue Correction to budgets following a review of projected spend
7	RPD	Capital	213		District Energy Network Projects	Setting up budgets for new District Energy Network projects 2016/17
6	RPD	Capital	1,100		Amend the financial profile of the East Wing Restoration Project	Amend the financial profile of the East Wing Restoration Project - Amend initial virement, amount posted in error
7	COO/OPS	Capital	48		Reflect approved current TfL budget allocation onto SAP	TfL new allocation - Enabling Works- Bus route 318 and W4
7	COO/OPS	Revenue	20		Reflect approved current TfL budget allocation onto SAP	TfL new allocation - Schools Programme
7	Adults	Revenue	63		Staff Position Realignment	Salary realignment of Budget for staff moving to to other cost centres within Adults service
7	Adults	Revenue	35		Staff Position Realignment	Salary realignment of Budget for staff moving to to other cost centres within Adults service
7	Adults	Revenue	680	680	Care Act Funding 2016/17 Allocation	Care Act Funding 2016/17 Allocation from holding code to safeguarding service
Transfers from Reserves						
Reserves						
Period	Service/A D Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
7	OPS	Revenue	5		One-off funding for more than parks project 2016/17	One-off funding for more than parks project 2016/17
7	SSC	Revenue	71		One-off funding for back dated pay award from Single Status Review	One-off funding for back dated pay award from Single Status Review, for service assistants, Across Revs and Benefits Service
7	SSC	Revenue	234		One-off funding for no-GLA element of staffing costs for Data Cleanse Project in 2016/17	One-off funding for no-GLA element of staffing costs for Data Cleanse Project in 2016/17
7	RPD	Revenue	474		Transformation Challenge Award Drawdown from Reserve	Transformation Challenge Award Drawdown from Reserve
7	RPD	Revenue	422		Wood Green Investment Framework - Drawdown from Urban Renewal reserve	Wood Green Investment Framework - Drawdown from Urban Renewal reserve
7	RPD	Revenue	697		Development Vehicle - Drawdown from Urban Renewal reserve	Development Vehicle - Drawdown from Urban Renewal reserve
7	RPD	Revenue	898		Labour Market Growth and Resilience Reserve	Labour Market Growth and Resilience Reserve
7	RPD	Capital	(600)		Reverse out GLA funded budgets	Reverse out GLA funded budgets
7	HR	Revenue	85		Coaching for Corporate Leadership Group Members	One to one support for Individual leaders in Corporate Leadership Group

7	HR	Revenue	23		Review of Schools HR Service	Amend OBC for Schools HR Service into research and report phase
7	PH	Revenue	235		Public Health Activity. Well London, Anchor Project	Public Health Activity. Well London, Anchor Project
7	SSC	Revenue	153		Debt Management Improvement Project	Debt Management Improvement Project. Combine elements of revenue enforcement and corporate debt
7	DCE	Revenue	1,050	1,050	Public Health Grant	Original budget did not include the transfer of £1.050m in the Public Health Grant for Health Visiting.



Report for: Overview & Scrutiny Committee – 28/11/16

Title: Complaints Information and Analysis for the Period 2015/16

Report authorised by : Mark Rudd, Assistant Director, Shared Services

Lead Officer: Sue Dyos, Acting Feedback Manager
020 8489 2556 / Sue.Dyos@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the Issue under Consideration

- 1.1 An annual review of the Feedback process and performance is conducted each year and shared with the Statutory Officer Group (**appendix 1**). In addition to this, interest has been raised in the Feedback process within Haringey by the Overview & Scrutiny Committee.
- 1.2 It was agreed to have an agenda item at the November Committee to review processes and performance and discuss the contribution Scrutiny can make to ensure compliance, and to identify improvements to the current ways of working.
- 1.3 This report gives an overview of the Feedback process, highlights some key points from the annual ombudsman report and recommends some next step.

2. Recommendations

- 2.1 The Committee is recommended to note the report.

3. Background Information

- 3.1 We operate a two stage internal complaints process. A Member Enquiry (ME) is considered as the equivalent of a stage 1 complaint made directly by a customer. Both of these have a target response time of 95% within 10 working days.
- 3.2 If the customer is unhappy with the response at Stage 1 (either to a complaint or a Members Enquiry) we will undertake an Independent Review, otherwise known as a Stage 2 complaint, the response target for this is 80% in 25 working days.
- 3.3 Stage 1 complaints and Member Enquiries are logged by Customer Services and responded to by relevant Service Areas. Stage 2 Independent Reviews for Haringey and for Homes for Haringey are undertaken by the Feedback and Information Governance Team, based in the Shared Service Centre.

Volumes and Performance

3.4 In 2015/16 we closed 1,818 Stage 1 complaints and responded to 83% on time. We closed 2665 MEs and responded to 88% on time. We conducted 446 Independent Reviews, responding to 85% on time.

3.5 The top reasons for both Complaints and MEs were:

- Service was of a poor standard
- Service was delayed or inadequate
- The decision made was incorrect
- Employee behaviour
- Inadequate communication

Complaints

3.6 The following table shows the top 5 Service Areas for volume of complaints received and a comparison with data from 2014/15. Veolia continues to be the highest complained about area.

Service Area	Volume of Complaints 2014/15	Volume of Complaints 2015/16
Veolia	278	↑ 330
Customer Services	236	↓ 233
SSC - Revenues	259	↓ 213
SSC - Benefits	227	↓ 209
Parking Infrastructure	96	↑ 144

3.7 54% of Corporate Stage 1 complaints were upheld or partly upheld. This shows that in over half of all cases, the investigating officer agreed with the complainant that the Council had done something wrong.

Member Enquiries

3.8 The following table shows the top 5 Service Areas for volume of MEs received and a comparison with data from 2014/15.

3.9 The Service Area which received the highest volume of MEs was “Sustainable Transport” which includes Highways issues such as street lighting, road safety, traffic calming schemes, highways defects and maintenance including potholes and resurfacing projects.

Service Area	Volume of Member Enquiries 2014/15	Volume of Member Enquiries 2015/16
Sustainable Transport	539	↓ 324
Housing Support & Options	339	↓ 317
Veolia	207	↑ 223
Parking Infrastructure	250	↓ 185
Neighbourhood Action Team (including Anti-Social Behaviour)	384	↓ 178

Team)		
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- 3.10 We received 2,665 MEs in 2015/16, a decrease from 2014/15 when we received 3,501.

Independent Reviews

- 3.11 The following table shows the top 5 Service Areas for volume of Independent Reviews received and a comparison with data from 2014/15.

Service Area	Volume of Independent Reviews 2014/15	Volume of Independent Reviews 2015/16
Neighbourhood Action Team (includes Veolia)	60	↑67
Revenues	31	↑36
Traffic Management	38	↓32
Housing Support & Options	14	↑28
Benefits	32	↓24

- 3.12 36% of Independent Reviews in 15/16 were upheld or partly upheld.

Local Government Ombudsman (LGO) Annual Report

- 3.13 The Local Government Ombudsman (LGO) received a total of 214 referral items relating to Haringey and determined 99 of them should be treated as cases that needed investigating, a decrease of 11% from 2014/15. Of these complaints 55 were closed after further investigation and 32% were upheld against our internal target of 30%.
- 3.14 The figures published by the LGO vary slightly from our records, the discrepancy is explained below:

Decision	LGO figures	Our figures	Comment on discrepancy
Closed after initial enquiries	55	52	3 cases appear on the LGO figures which we were advised would be rescinded – they all relate to 1 complaint.
Not upheld	14	15	We have 1 case which is correctly logged on our system but is missing from the LGO data
Upheld	32	32	
Total	101	99	

- 3.15 The following table breaks down the outcome of all 99 cases we have recorded, 27% of cases were upheld with the category of maladministration and injustice.

Ombudsman Decision	Number Received	% of Total
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Closed after initial enquiry - out of jurisdiction / no further action	52	53%
Upheld - Maladministration & Injustice	27	27%
Not upheld - No Maladministration	11	11%
Upheld - Maladministration, No Injustice	5	5%
Not upheld – no further action	4	4%

- 3.16 Of the 27 cases where maladministration and injustice were found (the most serious category), 10 related to Community Housing (Housing Demand) and 7 for Environmental Services and Community Safety.
- 3.17 The recommendations coming from the LGO as a result of their investigations include suggesting compensation amounts, requesting us to action a service (i.e. review a decision made or undertake further assessment of a case) and apologising to the customer.
- 3.18 Haringey will pay compensation where appropriate during the internal complaints process, however noting the budget constraints this is not a default position. Although there are suggested amounts from the LGO, it will depend on the severity of the issue and the inconvenience or distress caused. Prior to paying compensation we check that there are no arrears on Council Tax or Rent Accounts, if there is then the compensation is paid into these accounts rather than to the customer directly. In 2015/16 total of £11k was awarded in compensation with the majority (£7k) relating to housing issues.
- 3.19 The LGO issue an Annual Letter to each Local Authority and an aggregated review of Local Government Complaints. The Review publishes statistics for all local authorities including information on cases that are logged but not subject to full investigation, for example where the customer was referred back to the authority or asked for additional information before their case could be looked at.
- 3.20 Haringey had a total of 214 items considered by the LGO of which 32 (15%) were found to be upheld following investigation.

Authority	Total Considered	Total Upheld	Upheld %
Enfield	159	25	16%
Haringey	214	32	15%
Waltham Forest	150	18	12%
Hackney	118	12	10%
Islington	99	10	10%
Camden	139	12	9%
Barnet	213	18	8%

The Role of Councillors

- 3.21 As part of its report, the LGO makes recommendations for consideration by Councillors in relation to the way the Authority manages feedback.

3.22 These are shown below with an update on the current way of working.

Item to Consider	Response
How do you actively welcome feedback from Customers on the way complaints are managed?	We welcome feedback on our services and actively promote the complaints / ME process. As part of the response template we include a section on how customers can feedback if they are still unhappy with the way their issue has been dealt with.
How do you report outcomes and lessons learned from complaints internally and externally?	There are internal reports shared between Services however we could review this further and develop something that could be shared to a wider audience.
How do you ensure commissioned partners implement an effective complaints handling service?	This is part of all contracts / partnership agreements and should be an agenda item at Client Management meetings. Noting the high volume of items relating to Veolia there are plans to do some targeted work with this area in particular.
How do we signpost our complaints procedure?	This is clear on our website and staff are briefed on how to assist customers if they receive queries directly.

Next Steps

- 3.23 The Feedback and Information Governance Team has recently moved into the Shared Service Centre (SSC). As part of this we will be looking at reviewing existing processes and policies and developing an action plan for the Council to improve performance and share learning.
- 3.24 It is recognised that the overall volume of complaints received at all stages is high and work needs to be undertaken to understand the demand better and pre-empt requests where possible to focus on preventing complaints and subsequent escalations. We need to look at action taken at the first point of contact to ensure that is as good as it can be and therefore reduce the volume going to Independent Review and the Ombudsman.
- 3.25 We acknowledge that Veolia receive the highest number of complaints. We are planning to improve the way we work with this area to develop shared learning and improve responses.
- 3.26 We will review the way we capture data relating to Feedback to make performance and lessons learnt reports more meaningful for service areas. As part of this we will look to have an Annual Report timetabled each year which will include data on lessons learnt and trend analysis.
- 3.27 We will continue to maximise the relationship between the Ombudsman and Haringey. The Ombudsman has introduced an "Assistant Ombudsman" responsible

for relationship management, we are now looking at how we can hold partnership meetings with them where performance and learning can be shared.

- 3.28 The Housing Ombudsman has launched a role focused on development and learning. We have been in contact with them and they are coming into conduct some focused training around engaging with Landlords for both Haringey and HFH.
- 3.29 Haringey is already part of a London Wide Local Authority partnership group which looks at complaints (both statutory and non-statutory) and FOIs. It meets quarterly and shares best practice and future plans. We will look to see if this area of learning can be strengthened and performance data shared for benchmarking processes.
- 3.30 Regular half day training courses are already run by the team. These will be more proactively advertised and will be part of a wider campaign to raise awareness across the Council so staff are aware of their responsibilities and role in managing the organisation's reputation.
- 3.31 We need to consider how we can support Members and their relationship with their constituents so that queries and issues are raised and dealt with in the most appropriate way. As part of this we will look at how we determine the differences between service requests and member enquiries.

4. Contribution to Strategic Outcomes

- 4.1 This report is a general update on performance and trends, it is not specific to one Strategic Outcome but touches on all of them as it relates to providing an effective service to our residents.

5. Statutory Officer Comments

- 5.1 This report is a general update on performance, Strategic Officers for Finance, Procurement, Legal and Equalities have been informed and note the contents.

6. Use of Appendices

- Appendix One: Statutory Officer Group Report

7. Local Government (Access to Information) Act 1985

- 7.1 N/A – this report is a general update on performance

Report for: Statutory Officer Group – 18/10/16

Item number: To be added by the Committee Section

Title: Complaints Information and Analysis for Period 2015/16

Report authorised by : Tracie Evans, Chief Operating Officer

Lead Officer: Sue Dyos, Acting Feedback Manager
020 8489 2556 / Sue. Dyos@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the Issue under Consideration

- 1.1 As part of the governance arrangements for managing complaints within the authority, a report is taken to Statutory Officer Group (SOG) each year. This report gives information on performance across all complaints received and highlights the statutory complaints against both Children's and Adults Social Care services.
- 1.2 In addition, the report looks at the complaints made to the Local Government Ombudsman and the outcome of these.
- 1.3 Finally the report highlights some next steps being taken as an authority in relation to complaints.

2. Recommendations

- 2.1 It is recommended that the report and proposed next steps are noted by SOG

3. Overview of Complaints Process

- 3.1 As an authority we welcome feedback and complaints and have set challenging targets to respond to 95% of Stage 1 complaints within 10 working days and 80% of Independent Reviews (formally Stage 2 complaints) within 25 working days.
- 3.2 The majority of complaints are received electronically through email or the online form.

Submission Method	Percentage 2015/16	Comparison with 2014/15
Email / Online Form	85%	↑ from 77%
Post	11%	↔
Phone Call	5%	↓ from 11%
Personal Visit	Negligible	↓ from 1%

- 3.3 In order to encourage channel shift steps have been taken to remove hard copy paper forms from public access points and the direct email / postal address for the complaints team is not publicised.
- 3.4 From May 2014, calls have been directed to the general Customer Services phone number with the aim being for complaints and issues to be resolved at that first contact. A steady decrease in calls has been the result of promotion of the online offer via in-queue messages and by the officers themselves.

4. Volumes and Performance

- 4.1 In 2015/16 we closed 1,818 Stage 1 complaints and responded to 83% on time.
- 4.2 This is a decrease in the performance from 2014/15 however the response time target changed from 15 working days to 10 working days in July 2015 which may account for this.
- 4.3 The below table shows the comparison between 2015/16 and 2014/15 and specifically reflects an issue with Children's Social Care complaints:

Submission Method	2014/15 (Total / % Replied to on-time)	2015/16 (Total / % Replied to on-time)
Stage 1 Complaints	1793 90%	1818 83%
Childrens Social Care Complaints	73 85%	28 54%
Adults Social Care Complaints	42 95%	39 95%
Independent Reviews (Stage 2)	396 77%	443 85%

- 4.4 54% of Corporate Stage 1 complaints were upheld or partly upheld (compared to 56% for the previous year). A complaint may be partly upheld if it was about more than one issue and it was found that the council was at fault in one but not all of the issues raised, or if the council was partly at fault but the complainant's own actions contributed to the problem.
- 4.5 This shows that in over half of all cases, the investigating officer agreed with the complainant that the Council had done something wrong.

4.6 The below table breaks down this information across all areas

	% Upheld / Partly Upheld	
	2014/15	2015/16
Stage 1 Complaints	56%	54%
Childrens Social Care Complaints	32%	32%
Adults Social Care Complaints	57%	61%
Independent Reviews (Stage 2)	36%	36%

5. Complaints Analysis

5.1 The following table shows the number of issues raised and % upheld broken down by Service Area – it is worth noting that some complaints contain multiple issues.

Service Area	Number of Issues Raised	Percentage Upheld / Partly Upheld
Veolia	399	74%
SSC - Revenues	242	43%
Customer Services	231	69%
SSC - Benefits	230	59%
Parking Infrastructure	166	37%
Housing Support & Options	100	40%
Housing Needs and Lettings	74	27%
Development Management and Planning Enforcement	53	28%
Sustainable Transport	47	53%
Customer Services - Libraries	43	58%
Neighbourhood Action Team	40	40%
Parking Operations	39	46%
Housing Improvement - Private Sector	32	34%
Regulatory Services - Enforcement Response	27	30%
Children in Care	22	41%
ASBAT	19	26%
Parks and Leisure Services - Arb and Allotments	16	44%
Planning Policy and Transport Planning	16	31%
Regulatory Services - Pest Control	13	54%
Parks and Leisure Services - Green Spaces (Events)	12	17%
Regulatory Services – Licensing	10	60%

5.2 The following table shows the top 5 Service Areas for volume of complaints received and a comparison with data from 2014/15. Veolia continues to be the highest complained about area.

Service Area	Volume of Complaints 2014/15	Volume of Complaints 2015/16
Veolia	278	↑ 330
Customer Services	236	↓ 233
SSC - Revenues	259	↓ 213
SSC - Benefits	227	↓ 209
Parking Infrastructure	96	↑ 144

- 5.3 The top reason for complaint was that the service was of a poor standard and these complaints were upheld in 64% of cases.
- 5.4 The following table shows the top 5 reasons for complaint and the % upheld in each case.

Issues raised in complaint	No. of complaints	% of complaints upheld
Service of poor standard	554	64%
Decision was wrong	266	39%
Service incomplete	251	37%
Employee Behaviour	246	45%
Communication inadequate	193	51%

- 5.5 The category of “employee behaviour” has seen the most significant change from 2014/15 with a 37% increase of complaints received from 156 to 246.

6. Independent Reviews

- 6.1 The overall escalation rate from a Stage 1 complaint to a Stage 2 complaint (termed Internal Review) is 10%. Of the 446 Independent Reviews received 159 (36%) were upheld or partly upheld. A high upheld rate at this stage indicates that complaints have not been addressed and resolved adequately at the first stage.
- 6.2 The following table shows the top 5 areas that received Independent Reviews and the % upheld in each case.

Service Area	No. of Independent Reviews	% upheld
Housing Operations	71	37%
Neighbourhood Action (including Veolia)	66	62%
HFH Repairs	57	54%
SSC – Revenues	36	14%
Traffic Management	32	44%

7. Ombudsman Cases

- 7.1 The Local Government and Housing Ombudsman (LGO) reviewed 99 complaints about Haringey Council (HFH manage their performance separately), a decrease of 11% from 2014/15. Of these complaints 32% were upheld against our internal target of 30%.
- 7.2 The following table breaks down the outcome of all 99 cases.

Ombudsman Decision	Number Received	% of Total
Closed after initial enquiry - out of jurisdiction / no further action	52	53%
Upheld - Maladministration & Injustice	27	27%
Not upheld - No Maladministration	11	11%
Upheld - Maladministration, No Injustice	5	5%
Not upheld – no further action	4	4%

- 7.3 The following table shows the 5 areas that received the most referrals to the Ombudsman. Housing Services appear to be the area of most concern with 71% of the cases considered being upheld.

Service Area	No. of complaints considered	% Upheld
Environmental Services & Community Safety	22	32%
Community Housing Services	14	71%
Shared Service Centre (Revenues and Benefits)	13	15%
Adult Social Services	11	45%
Customer Services	11	0%

8. Next Steps

- 8.1 It is recognised that the overall volume of complaints received at all stages is high and work needs to be undertaken to understand the demand better and pre-empt requests where possible. We also need to look at action taken at the first point of contact to ensure that is as good as it can be,
- 8.2 We will continue to maximise the relationship between the Ombudsman and Haringey. The Ombudsman has introduced an “Assistant Ombudsman” responsible for relationship management, partnership meetings will be arranged where performance and learning can be shared.
- 8.3 The Housing Ombudsman has launched a role focused on development and learning. We have been in contact with them and they are coming into conduct some focused training around engaging with Landlords for both Haringey and HFH.
- 8.4 Haringey is already part of a London Wide Local Authority partnership group which looks at complaints (both statutory and non-statutory) and FOIs. It meets quarterly

and shares best practice and future plans. We will look to see if this area of learning can be strengthened.

- 8.5 Regular half day training courses are already run by the team. These will be more proactively advertised and will be part of a wider campaign to raise awareness across the Council so staff are aware of their responsibilities and role in managing the organisation's reputation.
- 8.6 The Feedback and Information Governance Team has recently moved into the Shared Service Centre (SSC). As part of this move we will be looking a reviewing existing processes and policies and developing an action plan for the Council to improve performance and share learning.

Report for: Overview and Scrutiny Committee – 28th November 2016

Title: Impact of Welfare Reform update

Report authorised by : Tracie Evans - Chief Operating Officer

Lead Officer: Richard Grice – Assistant Director, Transformation and Resources

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 A report was presented to Overview and Scrutiny Committee on 30th November 2015 which provided an update on
- the Council's preparedness for the rollout of Universal Credit in Haringey
 - the impact of the Benefit Cap and proposed government changes to the rate at which the Benefit Cap is set
- 1.2 The report highlighted that the Council had commissioned the Welfare Reform Club to produce a report identifying the impact of welfare changes on Haringey households. Following publication of the impact analysis report an action plan would then be developed by officers and the Committee requested for the plan to be shared with them.
- 1.3 This report:
- provides an update on the new £23,000 benefit cap and the roll out of Universal Credit in Haringey
 - summarises the findings of the Welfare Reform Club impact analysis report
 - summarises the approach to mitigating the impact of welfare reform

2. Cabinet Member Introduction

N/A

3. Recommendations

- 3.1 That the Overview and Scrutiny Committee note the contents of this report.

4. Reasons for decision

- 4.1 No decision is required at this time.

5. Alternative options considered

N/A

6. Background information

- 6.1 The Welfare Reform Act 2012 and the Welfare Reform and Work Act 2016 introduced a range of changes to welfare provision, including a cap on working age benefits, changes to the Local Housing Allowance rate, and changes to Council Tax benefits. The cumulative impact of these changes has had a significant impact on the resilience of low income households – driving many to experience increased financial difficulties. The benefit limits imposed by legislation, combined with the rising costs of housing in London, has also decreased the affordability of housing for low income families, leading to rent arrears, increased risk of homelessness, and/or increased reliance on financial support from the Council through Discretionary Housing Payments or temporary accommodation.
- 6.2 A report outlining the Council's preparedness for the rollout of Universal Credit in Haringey, and the impact of the Benefit Cap and proposed government changes to the rate at which the Benefit Cap is set was discussed at Overview and Scrutiny Committee on 30th November 2015. This report provides an update on the new benefit cap and the rollout of Universal Credit below.

7. Benefit Cap Update

- In April 2013 the cap was introduced on the total amount of benefit that working-age claimants can receive, so that broadly, households on out of work benefits will no longer receive more in benefit than the average weekly wage, after Tax and National Insurance.
- Carers Allowance and Guardians Allowance will now be classed as benefits which exempt a household from the effects of the cap – previously they were included in the cap calculation.
- The government has reduced the Benefits Cap from 7th November 2016. Existing cap cases are now affected by further reductions in their HB entitlement from 7th November 2016 by as much as £57.69 a week.
 - Single People will be capped at £296.35 (formerly £350) per week (outside London this will be £257.69)
 - Couples or Lone Parents will be capped at £442.31 (formerly £500) per week (outside London this will be £384.62).
- 351 cases were being capped immediately prior to the change. 402 cases are now capped following the change. This has resulted in an additional total reduction in Housing Benefit per week of £18,236 – an annual equivalent of £948,266. The total equivalent annual loss of Housing Benefit due to the Benefit Cap of all currently capped cases is £2.37 million.

- Of the 402 capped cases, 171 are in Temporary Accommodation, 113 are Private Tenants, 55 are Council tenants and 63 are Housing Association Tenants
- 373 capped cases are affected by the £442.31 cap - most of these cases have dependent children. 29 are affected by the £296.35 cap for Single People
- 9 cases receive Housing Benefit of just 50 pence per week due to benefit cap restrictions
- The table below shows the number of capped cases and how much they are losing per week. 161 capped cases are losing between £50-100 per week.

Loss per week £	less than £10	£10- £50	£50- £100	£100- £200	£200- £300	over £300
Number of capped cases affected	22	51	161	119	43	6

- So far in 2016/17, £612,577 has been spent through Discretionary Housing Payment (DHP) on 226 capped cases. This figure will be expected to significantly increase by the end of the financial year. 147 of current capped cases have received some DHP assistance this year.
- Where DHP is currently in payment to capped claims, this has been increased to reflect the new drop in Housing Benefit
- Requests for new DHP's from claimants now facing larger reductions of Housing Benefit are expected to rise
- In addition, further cases not currently affected, because the household income is currently between £23,000 and £26,000, will become affected. There will be a phased roll-out with new cases in Haringey being affected during the first weeks of January 2017 – as many as 1200 Haringey Housing Benefit claims are predicted by the Department for Work and Pensions (DWP) to be likely to be capped in total. Again, this is likely to result in further requests to pay DHPs.
- This year's Discretionary Housing Contribution from the DWP is £1,726,627 and is expected to be spent in full. The DHP government contribution does not cover all cases facing reductions in their Housing Benefit. Any overspend of this budget will need to be covered by the Council. Procedures will need to be developed to ensure that the budget is spent on those most in need.

8. Universal Credit Update

- In March 2016, Haringey Job Centres began accepting claims for Universal Credit (UC). This is known as the Live service.
- UC is a Government led programme to merge existing benefits, including Housing Benefit, into one single monthly payment. Universal Credit is

replacing Job Seekers Allowance, Housing Benefit, Working & Child Tax Credit, Employment & Support Allowance, and Income Support. People may be able to claim if they are on a low income or out of work. They do not need to do anything if they are already claiming any benefits - they will be told when UC will affect them.

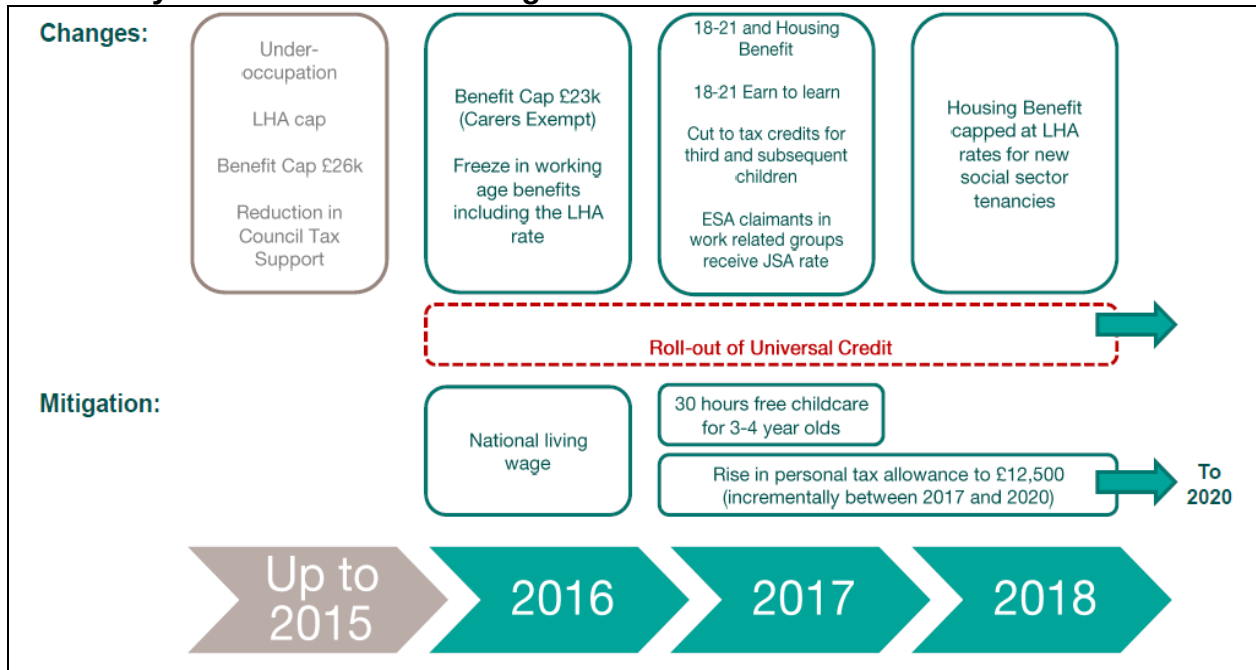
- UC aims to ensure that people will be better off in work, find it easier to start a new job or work more hours. As earnings increase Universal Credit will gradually reduce.
- People will have to accept a 'Claimant Commitment' to receive their UC. They can claim UC online and it will be paid differently from current benefits. It will be paid once a month, usually into a bank account. Any help they get with their rent will be included with UC payments and claimants then pay their landlord themselves. Evidence from pilot schemes shows claimants are not always paying their landlords which leads to rent arrears, increased possession applications and evictions. There is a risk that this will lead to increased demand pressures on the Council's homelessness team and other supporting services.
- Haringey currently has circa 34,000 Housing Benefit claimants. We estimate 27,000 (80%) of these may eventually be affected by the UC rollout. However, initially very few of these cases will transfer to UC. Housing Benefit and other legacy benefits (such as Jobseekers Allowance) will continue, until the DWP are in a position to call for cases to be migrated on a planned and phased basis. DWP have notified us that the go live date for Haringey is July 2019. Housing Benefit for Pensioners and those in supported accommodation will not be transferring and will continue to be administered by Local Authorities.
- The Live service for Haringey Job Centres commenced in March 2016. Current criteria which is expected to be used for assessing entitlement to UC is shown in Appendix A. New claimants who do not meet the criteria, will be directed to legacy benefits. The full service locally (where **all** new claimants for DWP benefits covered by UC will be directed to UC) will begin in July 2018.
- DWP report that in October 2016, Haringey has 1,222 claimants in receipt of UC, of which 806 are not in employment and 418 are in employment. Many of these do not have a rental liability, so Housing Benefit was never in payment for them. DWP projected that numbers of claimants moving onto UC will be low under the live service, and do not anticipate that this will increase rapidly.
- We have worked with our local DWP representatives to ensure that clients affected by UC have access to support to make a claim through our Customer Service Centres, and budgeting advice through the Citizens Advice Bureau

- We have engaged with the Adults Team regarding issues of duty for individuals, particularly vulnerable young adults, and landlords to prepare them for the forthcoming changes

9. Welfare reform impact analysis report

- 9.1 The report to Overview and Scrutiny Committee on 30th November 2015 mentioned that the Council had commissioned the Welfare Reform Club to produce a report identifying the impact of welfare changes on Haringey households. Following publication of the impact analysis report an action plan would then be developed by officers and the Committee requested for the plan to be shared with them.
- 9.2 The impact analysis report, which is attached as Appendix B, was commissioned with the aim of:
- identifying the types of household that would be most affected by welfare reform
 - the impact of welfare reforms on these households
 - the key issues they were experiencing
 - and the current support they were receiving
- 9.3 It looked at the cumulative impact of all forthcoming welfare changes, including the roll out of UC and the extension of the benefit cap. The final report was completed in March 2016 and was accompanied by a household data set. The key findings were presented as a HaringeyStat in June 2016 (see Appendix C for further details).
- 9.4 A summary of the welfare changes from 2012-18 and the impact on Haringey households is given on the following page.

Summary of welfare reform changes



Haringey household affected by welfare changes

	Up to 2015	2016	2017	2018	Universal Credit effect
Numbers affected (negatively)	17,142	2,007	513	1,152	9,751
Newly affected (negatively)	17,142	460	173	686	4,397
Average Weekly Amount (not cumulative)	£25.04	£76.67	Unknown	£38.64	£65.60
Main Group Affected	Privately Rented	Lone Parents	Single/ Private Rent	Singles	Private Rent

22,696 households affected – 20% of Haringey households

These losses are to be transitionally protected

- 9.5 The report identified a number of key issues for households impacted by the reforms:
- Most affected households - those housed in the private rented sector (including those placed in temporary accommodation), larger families, and lone parent households are affected most by the changes
 - Lack of resources - 91.5% of households affected have less than £1000 in savings
 - Homelessness – there is a close relationship between welfare reform changes and homelessness – 48% of those in temporary accommodation are affected by welfare reform changes
 - Sustainable employment and low paid jobs - 57% households are losing £100 per week or more are in work
 - Childcare is a key barrier
 - Lack of qualifications - 22% of lone parents have no qualifications
- 9.6 Heads of Service have been asked to consider the implications of the report and to use the household data set for service planning. Initial findings of the report were also shared and discussed with the Voluntary and Community Sector (VCS) in Haringey with the aim of understanding how the VCS was responding to the changes and how we could work more effectively together.
- 9.7 The Council and its partners are working to support households affected by the welfare changes. Examples include:
- Job Centre Plus (JCP), Homes for Haringey Welfare Reform Team and the Benefits Service working together, inviting households to discuss their options, offering training, childcare advice, work provider referrals, financial advice and housing support. JCP are colocated with Homes for Haringey welfare team and the two carry out joint interviews and have been successful in getting households off the cap and into work.
 - Improving linkage between job support agencies and local education and training providers e.g. Haringey Employment Skills Team and Haringey Adult Learning Service are now both located at Wood Green Library, which has lent itself well to more joint activities. Further details of actions to support the long term unemployed can be found in an update report on the Review of the job support market which will also be presented to this committee on 28th November 2016.
 - Contacting all households affected by the new benefit cap and encouraging them to enrol for skills courses, such as English and Maths, with Haringey Adult Learning Service
 - Providing access to support around childcare. In addition, targeted support for parents wishing to access employment via Learning and Volunteer Coordinators attached to children's centres.
 - Trialling use of a financial tool as a means of improving financial resilience
 - Providing financial management and debt advice through MoneyWise Haringey, a project run by Haringey Citizen's Advice Bureau
 - Providing cheap loans to households through the London Capital Credit Union
 - Working with our VCS strategic partner, the Bridge Renewal Trust, to help develop the sector's capacity and resilience towards supporting people

locally. The Bridge Renewal Trust recently completed a mapping exercise of advice and support services within the VCS across Haringey.

- 9.8 An event will be held in January 2017, in conjunction with local DWP representatives and all relevant services, to help affected households understand the implications of the benefit cap, allow them to seek advice from services and help them plan for the future.

10. Developing an approach to mitigating the impact of welfare reform

- 10.1 A high level officer group met in October 2016 to discuss how to better co-ordinate and improve the level of support to affected households. Specifically, the discussion focused on the need to
- develop a wrap around service for households affected by a number of issues e.g. the rising cost of housing, problems accessing appropriate childcare, changes to welfare
 - better align our activities, processes and budgets across different programmes. For example aligning budget areas and processes around preventing homelessness such as the Homelessness prevention budget; Temporary Accommodation budget; allocation from the Support Fund reserves and Discretionary Housing Payments
 - allocate the Support Fund reserves to enhance existing or drive new activity that will mitigate the impact of welfare and other legislation. A Cabinet decision was taken in January 2016 to end the Support Fund scheme – which offered Crisis Support Payments and Community Care Payments to low income households - and retarget the remaining funding to better address needs, including prevention
 - shift the commissioning of services away from crisis provision towards prevention and early help to ensure households get the right support, at the right time before problems get worse.
- 10.2 The officer group agreed the following key actions:
- Mapping existing interventions and pathways for families affected by welfare reform, developing a shared understanding of service users and the interdependencies of different services with which they come into contact
 - from this analysis, developing recommendations for changes to processes, service design and delivery, and organisational structures aimed at better aligning our existing offer across services and delivering a more holistic solution for affected households
 - identifying early interventions that will help deflect customers away from services;
 - Building resilience: this will look at how we reduce households' dependence on services and maintain their independence by identifying and developing resources that enable people to meet their needs before reaching a "crisis" point. This can be as diverse as strengthening community leadership, early support from community organisations or developing financial tools and social networks.
 - Reviewing and reshaping our approach at people's point of contact with services. Front line staff have an important role in sign-posting households to various support in the Council, the local community or partners and we will ensure we make every contact count, by using a comprehensive

analysis of circumstance, need and people's interaction with services in order to provide holistic and personalised advice and support.

11. Contribution to strategic outcomes

- 11.1 Our approach to tackling welfare reform changes contributes to a number of our corporate priorities, including ensuring every child has the best start in life and preventing homelessness. In addition, supporting those affected by welfare reform is central to our ambition to create a fair and equal borough by tackling the underlying factors of poverty and exclusion.

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

Finance and Procurement

The report sets out how the welfare reform and benefits cap is likely to impact on residents in Haringey. It is difficult to identify precise financial impacts on the Council. The areas most likely to be affected are in levels of rent and Council Tax collected, incidences of hardship and the interaction of benefits on various financial assessments, such as for contributions to Adults Social Care.

Legal

A summary of the welfare reform changes are set out in the main body of the report. There are no direct legal implications.

Equality

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

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

Those groups affected by the welfare changes include women with children and those from BME backgrounds. The Council will develop proposals, as set out in section 10 of this report, which will improve the level of support provided to these households.

Use of Appendices

Appendix A: Initial criteria for claiming Universal Credit
Appendix B: Welfare Reform Club Impact Analysis Report
Appendix C: HaringeyStat slides

13. Local Government (Access to Information) Act 1985

N/A

Appendix A – Initial criteria for claiming Universal Credit

To be eligible to claim Universal Credit (as opposed to existing benefits), you must:

- live at your usual address, in an area where Universal Credit is available
- not be homeless, in supported or temporary accommodation, nor a homeowner
- be a British citizen with a National Insurance number
- be aged between 18 years and 60 years and six months
- be fit for work
- not have applied for a fitness for work note
- consider yourself/yourself fit for work
- not be pregnant nor have given birth within the last 15 weeks
- not be entitled to Jobseeker's Allowance(JSA), Employment and Support Allowance (ESA), Income Support (IS), Incapacity Benefit (IB), Severe Disablement Allowance (SDA), Disability Living Allowance (DLA) or Personal Independence Payment (PIP)
- not be awaiting a decision on a claim for Jobseeker's Allowance (JSA), Employment and Support Allowance (ESA), Income Support (IS), Housing Benefit (HB), Child Tax Credit (CTC) or Working Tax Credit (WTC)
- not be appealing against a decision of non-entitlement to Jobseeker's Allowance (JSA), Employment and Support Allowance (ESA) or Income Support (IS)
- not be awaiting the outcome of an application to revise a decision of non-entitlement to Jobseeker's Allowance (JSA), Employment and Support Allowance (ESA), Income Support (IS) or Housing Benefit (HB)
- not have any caring responsibilities (such as for a disabled person)
- not be self employed, a company director or part of a limited liability partnership
- not be in education or on a training course of any kind
- not have a person acting on your behalf over your claim
- have at least one suitable account that DWP can pay your money into
- not live in the same household as a member of the regular or reserve forces who is away on duty
- have lived in the UK for the last two years, and not have been abroad for more than four weeks continuously during that time
- not be required to pay child maintenance via the Child Support Agency
- not have savings in excess of £6,000
- not be an approved foster parent (even if you currently have no foster children)
- not be expecting to adopt a child in the next two months or (where family claims may be made) have adopted a child within the last 12 months
- not expect to receive individual take home pay of more than £338 in the next month
- not be responsible for a young person under 20 who is in non-advanced education or training

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The Cumulative Impact of Welfare Reform in Haringey

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Executive Summary

This report contains the findings of an examination of the impact of welfare reform in Haringey by Policy in Practice, commissioned by the London Borough of Haringey. The report examines the impact of reforms that have already taken place and a selection of those that are yet to be implemented. It is hoped that the report findings, based on a detailed household level analysis, can help the council to target its support resources more effectively.

The dataset used in the analysis comprises all households in Haringey that are receiving either Housing Benefit or council tax support. There are 39,038 households in the dataset, representing approximately 33% of the total population of Haringey. 75% of households in the dataset are working age and subject to welfare reforms.

The cumulative impact of welfare reform

Low-income working-age households in Haringey have seen their incomes fall by an average of £14.16 per week as a result of welfare reforms implemented in the previous parliament, such as the under-occupation charge, benefit cap, LHA cap and cuts to council tax support.

A lower benefit cap will result in a rise in the average income loss to £18.22 per week. As Universal Credit is rolled out, these losses will be partly mitigated by increases in the minimum wage, and increased tax allowance, which could lead to a total average gain of £4.00 per week by 2020 compared to 2015 if Universal Credit is fully rolled out.

4,250 households are estimated to face a 'high' impact, defined as a fall in household income of over £30 per week as a result of the under-occupation charge, the reduced benefit cap, LHA cap, and cuts to council tax support. Families with children, households in the private-rented sector, and people in work are most likely to have a 'high' impact due to welfare reform. There are 439 households affected by four welfare reforms.

The impact of individual welfare reforms

A number of welfare reforms have already been introduced:

- The under-occupation charge (also known as the 'removal of the spare room subsidy' or the 'bedroom tax') reduces Housing Benefit for households living in the social-rented sector who are deemed to have a 'spare' room.
- The Local Housing Allowance limits the amount of Housing Benefit tenants in the private-rented sector can receive.
- The benefit cap limits the total benefit income most working-age households can receive.
- Localised council tax support has passed cuts in central government funding to working-age households who are not in a protected group.

Further reforms targeted at working-age households were announced in the Summer Budget. The benefit cap will be reduced to £23,000 per year, in London, for couples and families with children, and to £15,410 for single people without children. Work allowances under Universal Credit will be reduced, to £0 for non-disabled households without children, and substantially for families with children.

Table 1 below provides a summary of the impact of those welfare reforms that come into effect before April 2017, based on data as at October 2015. This includes breakdowns for each current and future reform in terms of households affected and monetary effect, and a cumulative impact combining reforms in 2015, 2016, and by 2020. As the table shows, the cumulative impact will increase in the next year, but then decrease once mitigating measures are taken into account.¹

Table 1: The impact of individual welfare reforms					
	Number of Households Affected	Average weekly income reduction	Household type most affected	Tenure most affected	Postcode areas most affected
The impact of current welfare reforms					
Under-occupation	1,786	£21.32	Single	Council tenant	N15, N17, N22
LHA Cap	4,681	£68.73	Couple with children	Private Rent	N8, N15, N17, N22
Benefit cap (£26k)	436	£78.80	Lone parent	Private Rent	N15, N17, N22
Council tax support	9,634	£7.55	Single	Private Rent	N8, N15, N17, N22
Cumulative impact in 2015	17,146	£ 14.16	Single	Private Rent	N17, N15
The impact of the summer budget					
Benefit cap (£23k)	2,007	£76.68	Lone parent	Private Rent	N8, N15, N17, N22
Cumulative impact in 2016	22,849	£ 18.22	Lone parent	Private Rent	N17, N15
Reduced UC work allowances	13,783	£11.28	Couple with children	Private Rent	N8, N15, N17, N22
The impact of the summer budget for new claims					
18-21 year olds and Housing Benefit	290	N/A	Single	Private Rent	N17, N8
18-21 year olds and Earn or Lear	508	N/A	Single	Private Rent	N17, N15
Housing Benefit capped at LHA rates	1,122	£38.67	Single	Council tenant	N17, N15
Child element limited for new claims	8,434	N/A	Lone parent	Council tenant	N17, N15
The impact of mitigating measures for people in work by 2020					
National Living Wage	6,850	£60.46	Lone parent	Private Rent	N17, N15
Rise in tax allowance	5,049	£7.40	Couple with children	Private Rent	N17, N15
30 hours free childcare for 3-4 year olds	1,974	N/A	Couple with children	Private Rent	N17, N15
Cumulative impact in 2020	10,712	£ 10.01	Lone parent	Private Rent	N17, N15

Analysis of other reforms announced in 2015, coming into effect from April 2017 onwards are included in the accompanying dataset. These include the loss of Housing Benefit for people under 21; the introduction of 'earn or learn' for 18-21 year olds; the loss of entitlement to child tax credits for three or more children; 'pay to stay' policies; the capping of Housing Benefit at LHA rates for tenants in the social sector; increases in the minimum wage; increases in the personal allowance and additional childcare support for 3-4 year olds.

¹ Total for 'Cumulative impact in 2020' calculated by combining the impact of mitigating measures, and of all reforms that affect current claimants assuming no change in circumstances. A household is classed as being potentially eligible for 30 hours of free childcare if it has a child aged between three and four, and at least 15 hours of remunerative work per week. The effects of a transition to UC are not covered in this table.

The impact of Universal Credit

Universal Credit (UC) will replace six existing means-tested benefits and is intended to simplify the system and improve work incentives. The implementation of UC in Haringey will begin in the spring of 2016 for single people making a new claim for what would currently be income-based Jobseeker's Allowance. Numbers in receipt of UC will remain low in the short term, but our analysis estimates that at least 29,933 households in Haringey will receive UC when it is fully implemented.

If we assume that Universal Credit was fully rolled out in 2016, then our analysis finds that 40% of households would need transitional protection to avoid a lower income and 37% would have a higher income under Universal Credit than they do under the current system. 23% of households in Haringey would see no change in entitlements compared to the current system, based on their current circumstances in the dataset provided.

The transition to Universal Credit is expected to extend over the course of the next five years. Based on the same cohort in 2020, the percentage of households in need of transitional protection would fall to 25%. 51% of households would see their entitlement increase under Universal Credit, and the remaining 24% would face no change in income. The more favourable outlook for the 2020 scenario is the result of the other measures announced in the Summer Budget, namely the rise in the National Living Wage to £9 per hour for people over 25, and the increase in the personal tax allowance to £12,500. This analysis excludes reforms that only apply to new claims, or require a change in circumstances before they apply. Given the scale of welfare benefit cuts, however, it is worth noting that some households are likely to be negatively impacted by reforms not included in the cumulative impact measure.

Summary of Recommendations

Policy in Practice recommends that the analysis in this report and the accompanying dataset is used by Haringey to target support to households who are hardest hit by welfare reforms. The dataset can be used to target support to individual households, and help the council to be proactive in engaging residents.

We recommend the following actions:

- **Identify exemptions**

The data provided does not enable us to identify some households that may be exempt from the reduced benefit cap. Other datasets such as ATLAS may help to identify households in the ESA Support Group, in receipt of Carer's Allowance, or with disabled children. Identifying additional exempt households enables the council to focus support more accurately on those most severely affected by the reforms.

- **Target employment support**

Where possible, give support to households in work affected by the benefit cap to increase their weekly hours in order to reach the qualifying threshold for exemption. In addition, target employment support to the 'quick wins' – those who are highly affected by welfare reform but have low barriers to work. Our analysis has identified 1,523 households that face a high impact from welfare reform, and low identified barriers to work. They may face other barriers not covered by this analysis, but many of these households would benefit from employment related interventions.

- **Use this data to co-ordinate support across the council and with partners**

This analysis and the accompanying household level dataset can help to co-ordinate activity across the council to avoid duplicating support (e.g. DHPs, Social Fund) and provide a more joined-up service (e.g. Troubled Families). Partners can be commissioned to focus on the households with greatest need, or where support is likely to be most effective.

- **Use this data, and further analysis to identify and deliver cashable savings**

£600,000 could be saved by using this analysis to prioritise and proactively support households impacted by the benefit cap. £1.2m in additional pupil premium funding could be realised through further analysis to drive targeted claims for means-tested free school meals. Other opportunities to deliver cashable savings through this analysis may be identified by the council. We would be pleased to discuss further.

1. Introduction

Welfare reform presents a complex picture for both the London Borough of Haringey (LBH) and its residents.

A range of reforms were introduced in the last parliament to reduce welfare spending:

- The under-occupation charge (also known as the 'removal of the spare room subsidy' or the 'bedroom tax') reduces Housing Benefit for households living in the social-rented sector who are deemed to have a 'spare' room.
- The Local Housing Allowance limits the amount of Housing Benefit tenants in the private-rented sector can receive.
- The benefit cap limits the total benefit income most working-age households can receive.
- Localised council tax support has passed cuts in central government funding to working-age households who are not in a protected group.

A number of further measures were announced in the Summer Budget in July 2015:

- The benefit cap will be reduced to £23,000 per year, in London, for couples and families with children, and to £15,410 for single people without children.
- Work allowances under Universal Credit will be reduced, to £0 for non-disabled households without children, and substantially for families with children.
- Reforms affecting young people, including the loss of Housing Benefit for people under 21, the introduction of 'earn or learn' for 18-21 year olds, and capping of Housing Benefit at LHA rates for tenants in the social-rented sector (overwhelmingly affecting people under 35).
- The withdrawal of entitlement to child tax credits for families having a third child after April 2017, and the 'Pay to stay' policy affecting higher earners in the social-rented sector.
- Increases in the minimum wage, the personal allowance, and additional childcare support for 3-4 year olds.

Universal Credit is being introduced in order to simplify the benefit system and improve work incentives. In Haringey, Universal Credit is being introduced in March 2016 for new, single JSA claimants. LBH would like to be proactive in its response to Universal Credit and other welfare reforms. The overall objective of this project is to

help LBH use its own data to identify those residents most likely to be affected by recent and upcoming changes to the welfare benefits system.

The project sets out to:

- understand the impact of recent reforms to the welfare system;
- model the impact of reforms announced in the 2015 Summer Budget and Autumn Statement;
- assess the impact of Universal Credit;
- understand the cumulative impact that these reforms will have across the borough.

LBH will be able to use this information in a proactive way to:

- make better use of its data to target support to residents that need it most;
- take preventative action to mitigate the impact of welfare reforms;
- better co-ordinate resources and support across the borough, by understanding the cumulative impact of reforms on the personal finances of residents.

To help LBH achieve these objectives, this report is accompanied by a household-level dataset that includes flags and filters that show who is affected by each element of the welfare reforms; the financial impact of each reform; the cumulative impact of all reforms and other indicators of need, such as barriers to employment, to help prioritise support.

By enabling the council to identify which households are most heavily affected by welfare reform, the council will be able to better target more effective support to those who need it most.

The analysis is carried out using data on all households in Haringey that are currently (October 2015) receiving either Housing Benefit or council tax support. There are 39,038 households in this cohort, which represents approximately 33% of the population of Haringey. 75% of households in the cohort are of working age and subject to welfare reforms. Detailed information about this dataset can be found in Annex 3.

The analysis in this report is derived from Housing Benefit and council tax support data. This data is cleaned, then analysed by proprietary software that models current and future benefit systems, based on the Universal Benefit Calculator owned by Policy in Practice.

2. Methodology and Limitations

This analysis is based on the London Borough of Haringey Single Housing Benefit Extract (SHBE) and Council Tax Reduction Scheme (CTRS) data as of October 2015.

SHBE is a Housing Benefit dataset provided monthly by local authorities for the DWP. The dataset contains individual-level data, and thus is a rich resource for analysing the impact of welfare reform at both an individual and an aggregate level. It represents low-income households, defined as those in receipt of Housing Benefit. The CTRS dataset contains similar data for all households in receipt of council tax support.

The London Borough of Haringey has signed a secure data-sharing agreement with Policy in Practice. Personally identifiable information has been redacted. Policy in Practice has converted the data into a format consistent with the Universal Benefit Calculator software engine. The analysis using this software was undertaken on a secure server. The output of the analysis shows the individual and aggregate impacts of welfare reform.

There are three general limitations to this methodology:

- The analysis is based on the data provided. In some cases, the data itself may not be accurate. Some residents have little incentive to provide the council with updated information. For example, households in the private-rented sector that pay rent above the Local Housing Allowance are less likely to report further increases in their rent, as this has no impact on their Housing Benefit.
- The data is a snapshot of low-income households, primarily tenants. It does not take into account changes in circumstances that may have occurred since the data was extracted from the system in October 2015, or that will occur after the analysis has been conducted.
- The report presents a 'static' analysis of the impact of welfare reforms. It does not take into account any behavioural impact that the reforms may have. This means that 'dynamic' effects, such as moving into or out of work, are not taken into account in this report. The report also does not take into account preventative front-line support provided by the local authority and its partners.
- The report primarily focuses on tenants and some owner-occupiers. It does not seek to provide analysis of benefit reform on those living as non-dependants, owner-occupiers not receiving help with council tax, or asylum seekers. These groups may also have been affected by welfare reforms.

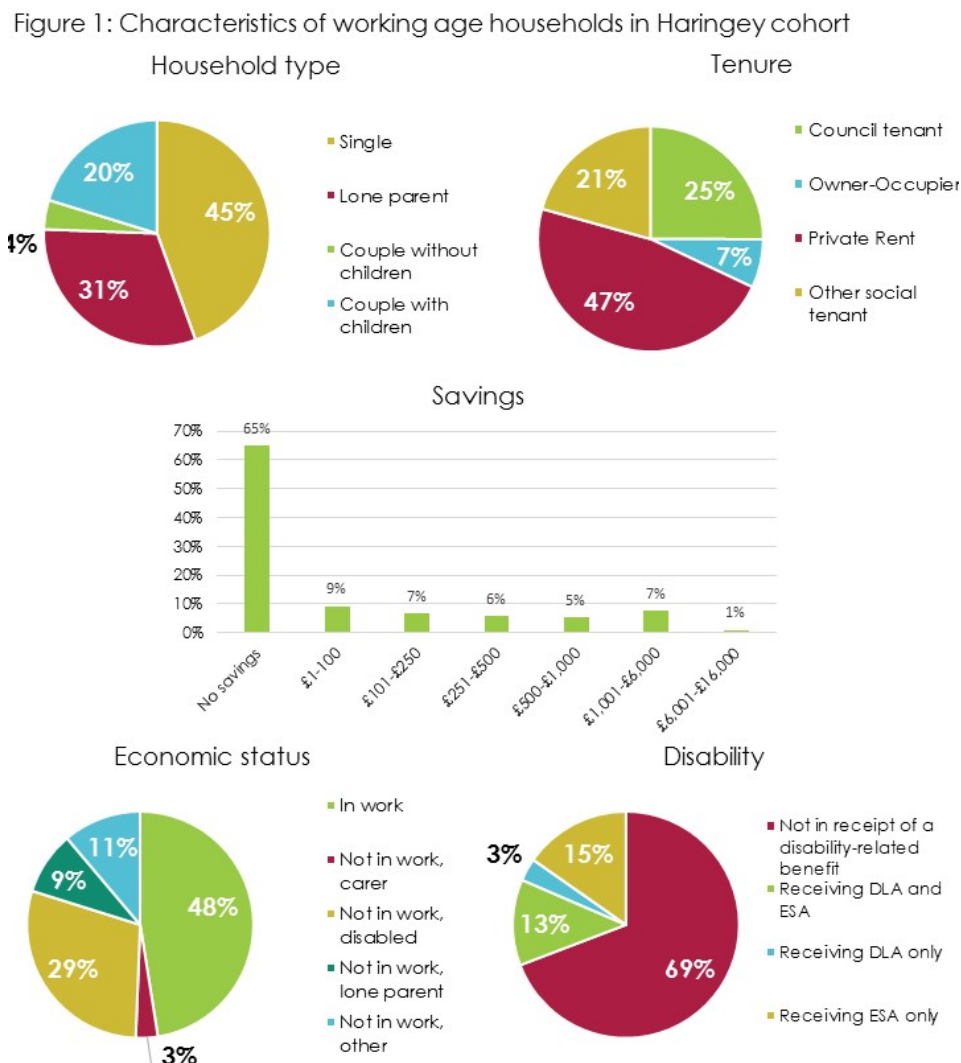
In addition to these general considerations, there are some limitations to the information held within the SHBE and CTRS datasets that require assumptions to be made in order to complete calculations. Annex 1 provides a complete list of these limitations, the assumptions made, the rationale for the assumptions and the implications for the analysis.

3. The Haringey Cohort

The Haringey cohort for this analysis is comprised of all households receiving either Housing Benefit or Council Tax Reduction. There are 39,038 households in the cohort, comprised of 57,931 adults (including non-dependants) and 29,471 children. This cohort represents approximately one-third of the population of the London Borough of Haringey, based on the most recent census data from 2011.

The cohort represents households on a low income and in receipt of benefits. It includes 60% of all pension-age households and 47% of all children, but just 24% of the working-age population. This means that children and older people are more likely to be on a low income, compared with working-age people in Haringey.

25% of this cohort is of pension age and thus protected from the vast majority of welfare reforms. This compares to a pension age population of 12% in the borough. The remaining 75% of the cohort are working-age households and the focus of the analysis in this report. The characteristics of these households are shown in figure 1 (below).



4. The Impact of Welfare Reforms prior to 2016

4.1 Under-occupation charge

The under-occupation charge (also known as the removal of the spare room subsidy or the bedroom tax) was introduced in April 2013. It applies to households who are tenants of social housing who are deemed to have a 'spare' room. The rent used in the calculation of any Housing Benefit is reduced by 14% if the house is assessed as having one spare room and 25% if the house is assessed as having two or more spare rooms.

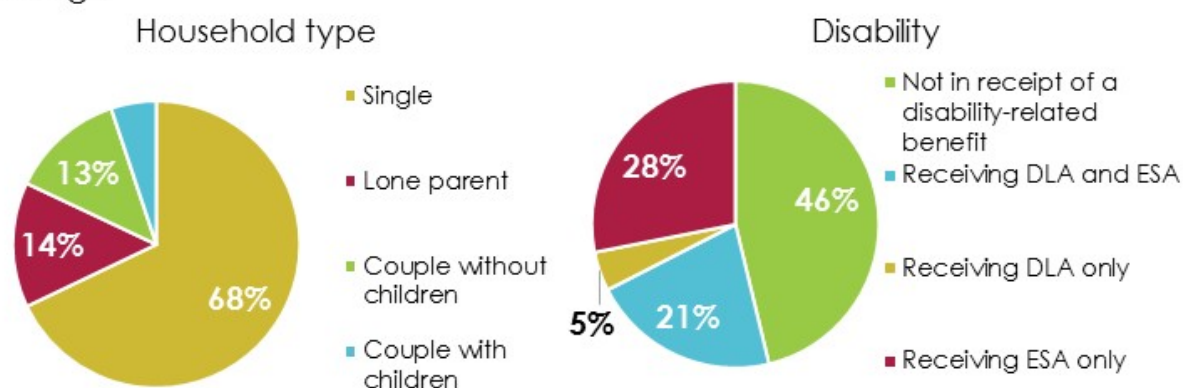
A total of 1,786 households, or 13% of the 13,462 working-age households living in council and housing association properties, receive reduced Housing Benefit due to the under-occupation charge. The average Housing Benefit reduction is £21.32 per week for affected households.

1,053 (59%) of these households live in council properties. The majority of affected households (73%) have one spare room and 27% have two or more spare rooms.

Figure 4 below provides a breakdown of these affected households by household type and by economic status. The majority of households affected are single people without children (68%) and those who are in receipt a disability-related benefit (54%).

19% of households affected by the under-occupation charge have children. There are 511 children living in affected households in Haringey.

Figure 2: Characteristics of households affected by the under-occupation charge



4.2 Local Housing Allowance

The Local Housing Allowance (LHA) was introduced in April 2008 and significantly changed Housing Benefit for people living in the private-rented sector. It places a cap on the maximum amount of rent taken into account for the purposes of Housing Benefit calculation. The applied LHA rate is based on the area in which you live, and the make-up of your household (including age). In effect, Housing Benefit is not

related to the actual rent charged unless the rent is at or below the applied LHA amount.

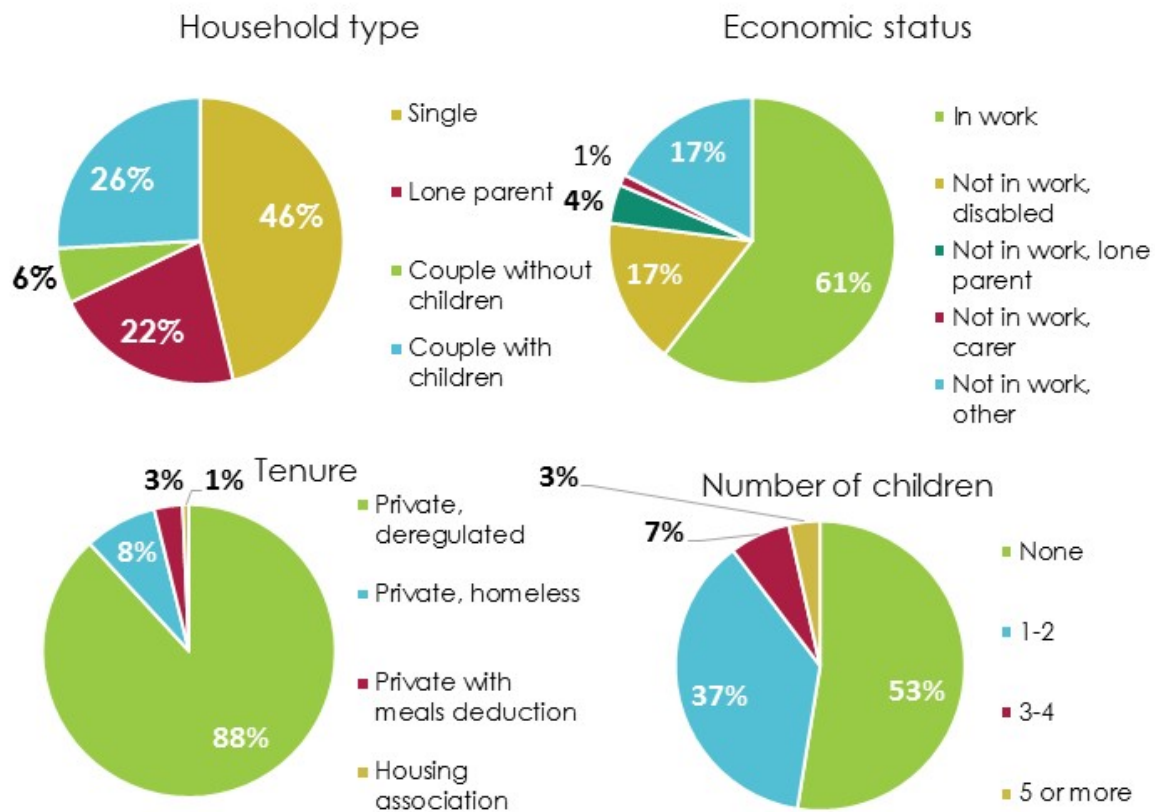
There are 8,237 households living in the private-rented sector in the Haringey cohort. The data shows that 57% of these households are charged rent above the LHA rate applied to calculate their Housing Benefit.

Households paying rent above their applied LHA rate have an average reported difference between their rent and their Housing Benefit of £ 68.73 per week.

The Local Housing Allowance applies to both working age and pension age households. The vast majority of households (94%) affected by the LHA cap in Haringey are of working-age.

Figure 3 below shows a breakdown of households paying rent above the LHA rate by household type, economic status, tenure, and number of children.

Figure 3: Characteristics of households affected by the LHA cap



4.3 Council tax support

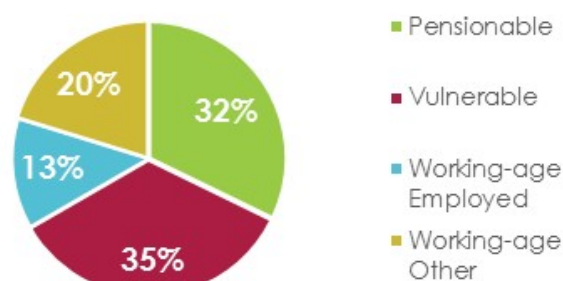
In April 2013, national Council Tax Benefit was replaced by localised council tax support. Support funding was reduced by 10% and each local authority devised a local scheme which either incorporated these cuts or protected all or most households from them.

The majority of local authorities in England have passed the cut in funding, at least in part, to their residents by requiring payment of a minimum percentage of council tax, unless a household is in a protected group.

Figure 4 provides an overview of the Council tax protection status of households in Haringey. 28,920 households are in receipt of council tax support.

The majority of these (67%) are in a protected group (pensioners and vulnerable - those receiving certain disability benefits) and receive support equal to their full council tax liability. 33% of council tax support recipients are not in a protected group and pay a minimum of 20% of their council tax liability. For those who are not protected, the average reduction in support following the change from Council Tax Benefit to council tax support is £ 7.55 per week.

Figure 4: Council tax protection status of households



Our analysis has identified 31 cases of households classified as "Not protected" in which at least one individual is entitled to Pension Credit. We suggest LBH verify these cases, marked in the dataset, to clarify whether they can qualify for full council tax support or whether the CTRS data needs to be updated.

4.4 The benefit cap (at £26,000)

The benefit cap was introduced in April 2013. It limits the total amount of benefit support a household can receive. Some benefits are exempt from the cap and some households are also exempt. At present, the cap is set at £500 per week for couples and households with children and at £350 per week for single people without children. This is based on the median household income in the UK, £26,000 per year.

Households that qualify for Working Tax Credit (i.e. in general, those over 25 in full time work) or households with a person in receipt of a qualifying disability-related benefit are exempt from the benefit cap. Any reduction in total benefit due to the benefit cap is taken from Housing Benefit entitlement. Therefore the cap does not affect

Figure 5: Number of households affected by the benefit cap, by weekly Housing Benefit reduction



owner-occupiers.

There are 436 households in Haringey affected by the benefit cap, with an average Housing Benefit reduction of £78.80 per week. Figure 5 shows the number of households affected by the benefit cap by the weekly Housing Benefit reduction. The household most heavily affected has a £405/week reduction to their Housing Benefit.

Eight households currently lose all of their Housing Benefit as a result of the benefit cap. When they transition to Universal Credit, they could potentially lose more of their benefits, since the benefit cap can affect all elements of UC and not just the housing element.

94% of households affected have children, on average three children per household. 72% of households affected are lone parent families and 22% of households are couples with children. A total of 1,331 children are currently affected.

Half of these households appear to be living in temporary accommodation. Those who live in temporary accommodation have a higher shortfall as a result of the benefit cap, of up to £98.34 per week, than the rest of households affected. The majority of the remainder are tenants in the private-rented sector (28%). Housing association (11%) and council (11%) tenants each represent the remainder.

41 households identified in the Haringey data as affected by the benefit cap (around 9% of those affected) are in work, and if encouraged to increase their hours could become exempt from the benefit cap.

23 of households appear to be working enough hours to qualify for Working Tax Credit and 68 households marked as capped are in receipt of a disability-related benefit. We suggest LBH verify these cases, marked in the dataset, to ensure they are not impacted by the cap if they could be exempt.

4.5 Discretionary Support

This section focuses on Discretionary Housing Payments (DHPs). We also look at households in receipt of S17 payments and support from the Local Fund (formerly the Social Fund) to identify households in receipt of multiple streams of support.

Discretionary Housing Payments

DHPs are usually short-term awards provided by local authorities to help people with housing costs. Local authorities have increasingly used DHPs to assist those affected by welfare reform.

159 of these households were in receipt of a DHP in October 2015, when the data was generated. A total of 362 households in Haringey received Discretionary

Housing Payments at some point in 2015, while 263 households were refused a DHP over the same period.

As table 2 below shows, a large proportion of households affected by the benefit cap are successful in their DHP applications, and tend to receive higher levels of support from the council. Those in the private-rented sector affected by the LHA cap are unlikely to receive this support.

(Please note that table 2 provides a breakdown of all DHP payments, not of the households that received them. Some households received multiple DHPs, and will therefore be represented several times in the table.)

Table 2: Discretionary Housing Payments						
Welfare reform	Households affected	Successful DHPs	Current DHPs	Refused DHPs	Average weekly amount (of successful DHPs)	Average number of weeks (of successful DHPs)
Under-occupation	1,786	55 (3%)	22 (1.2%)	59 (3%)	£17.29	16.5
LHA cap	3,865	72 (1.9%)	37 (1%)	72 (1.9%)	£36.26	18.5
Benefit cap	436	189 (43%)	119 (27%)	26 (6%)	£113.72	7
Other	N/A	13	9	42	£30.16	16.5

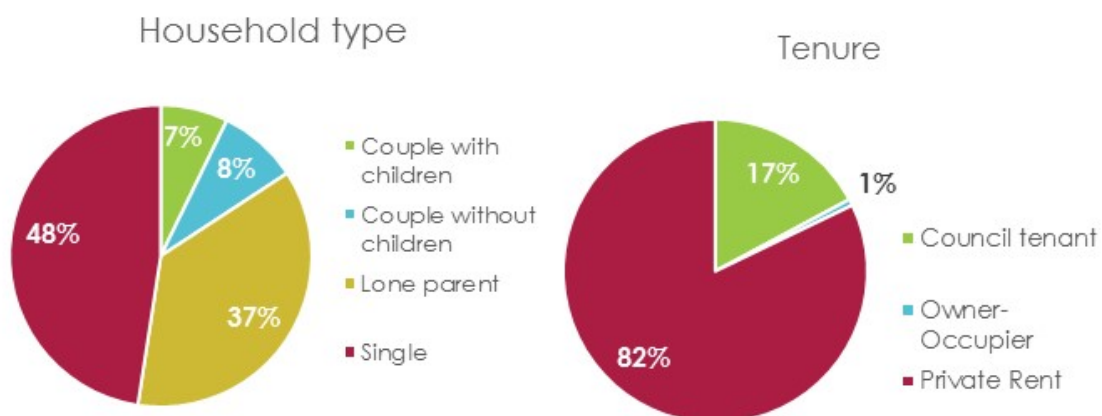
Almost half of all households receiving DHPs in 2015 were single people without children. Lone parents were also highly represented among DHP recipients. Couples with children receiving DHPs are under-represented compared to their numbers in the cohort as a whole.

Almost 30% of all DHPs were granted for temporary accommodation in response to the benefit cap and an additional 18% were given as short-term payments for those seeking employment or resolution.

It appears that DHPs for under-occupation and the LHA cap are more likely to be awarded based on the circumstances of the applicant, and less so the scale of the shortfall between rent and Housing Benefit. The scale of the shortfall plays a larger part in the award of DHPs for households affected by the benefit cap.

As figure 6 below shows, more than 80% of DHP recipients in 2015 were private tenants, largely those affected by the benefit cap.

Figure 6: Household type and tenure of households in receipt of DHPs in 2015



DHPs and under-occupation

Our analysis of the data provided shows that 36 of the 1,786 households affected by the under-occupation charge received a DHP in 2015. Those that received a DHP had a similar rent shortfall to those who were refused (an average of £23.50 per week compared to £22 per week). There are six households with a rent shortfall of more than £50 per week caused by the under-occupation charge that had not applied for a Discretionary Housing Payment.

The average weekly DHP received by these households is £13.63, which represents almost 84% of the average income loss if they would have received full Housing Benefit but for the under-occupation charge.

Case study: A single woman aged 49 lives in a 3-bedroom social-rented property in N17. She pays a rent of £148.05/week, and is in the ESA Support Group. She has no earnings.

Since she can only receive support for a one-bedroom property, a reduction of 25% is applied to her Housing Benefit. This means that the shortfall from the under-occupation charge is £37.

LBH gave this woman a DHP worth £15/week since she was looking to resolve her situation. This helps to make up some of the difference between her rent and her Housing Benefit.

DHPs and the LHA Cap

Of the 4,681 households affected by the LHA cap in October 2015, just 1.24% of them (58) received a Discretionary Housing Payment. Those who did receive a DHP had a noticeably lower income loss as a result of the LHA cap than those who were refused: the average LHA shortfall of DHP recipients was £36.70/week, compared to £55.39 for those who did not.

Households affected by the LHA cap that received a DHP were 80% more likely to be in receipt of a disability benefit than those who did not, and were three times as likely to be lone parents. These factors may explain their prioritisation in payments in line with the council's DHP policy.

DHPs and the Benefit Cap

Our analysis of the DHP data shows that households affected by the benefit cap were the most likely to receive a Discretionary Housing Payment: more than 40% of households affected by the cap received a DHP. Table 3 (below) breaks down the

Case study: A single woman aged 49 lives with her five children in a 5-bedroom private-rented property in N17. She pays a rent of £381.61/week, and is out of work.

She would be entitled to Housing Benefit of £381.61/week to cover her full rent if she was exempt from the benefit cap. However, due to the cap she only received £80.50 each week: her shortfall due to this reform is of £301.11 per week.

This household has received four short-term DHPs to help pay for temporary accommodation. These awards were of £294/week, for a total of 41 weeks

characteristics of households affected by the benefit cap, depending on whether they are in receipt of DHP or not.

DHP expenditure seems to be clearly targeted to those households that are most heavily affected by the benefit cap. The average capped amount of those that received a DHP was £115 per week. The average cap for households not receiving a DHP was just over £50 per week.

Households affected by the benefit cap who successfully applied for Discretionary Housing Payments typically had more children, were more likely to be lone parents, and were less likely to be in work than those who did not receive or apply for a DHP. They were also very likely to be homeless living in temporary accommodation.

LBH appears to be targeting its resources effectively to support households most affected by the benefit cap and at risk of homelessness.

Table 3: characteristics of capped households in DHPs

	Households affected by the benefit cap	
	Received DHP	Not received DHP
Average cap shortfall	£115/week	£50/week
Probability of being a lone parent	78%	67%
Number of children	3.33	2.85
Probability of being in work	3%	14%

Households affected by the cap were likely to receive discretionary payments for temporary accommodation (65%), or other short-term reasons (33%).

The Local Fund and Section 17 payments

Section 17 of the Children Act 1989 gives local authorities the power to provide accommodation and financial support to families with 'children in need', even if they have no recourse to public funds. Cash payments are made in emergencies, in situations where a household has no adequate accommodation or cannot meet basic living needs and, as a result, the health or development of the child is likely to be significantly impaired.

A total of 275 Section 17 awards were made in the last year, with a total amount paid of £32,139. The average award was £116.87. The largest awards on average were made for child illness or disability (average of £226.35) and families in acute stress (£242.50). However, just 34 households received both Section 17 payments and either council tax support or Housing Benefit.

Only one household received a DHP and a Section 17 payment in the last year. This is a household with six children affected by the benefit cap, which has received three short-term DHPs and one small Section 17 payment to cover transport costs.

The Support Fund was created in 2013, when responsibility for delivering some elements of discretionary welfare assistance was transferred to single-tier and county councils in England, and the devolved governments in Scotland and Wales. The new local schemes replace two parts of the former DWP discretionary Social Fund: Crisis

Loans for unforeseen financial emergencies and Community Care Grants to help people move into (or stay in) the community.

1,300 Support Fund payments were made by the London Borough of Haringey between 2013 and 2015, to a total of 750 households – 552 of which also received Housing Benefit and/or Council Tax Support. The total expenditure was £469,000, with an average payment of £406.03.

Eight households have received both a DHP and a Support Fund award since 2013. Half of these received a DHP after being affected by the benefit cap; and three received it for health reasons. However, no households received a DHP, a Support Fund award **and** a Section 17 payment.

For those households in receipt of more than one form of financial assistance, consider consolidating support, taking proactive steps to support the household towards independence, and co-ordinating with other departments (e.g. troubled families) to reduce their level of reliance on council resources over time.

4.6 Universal Infant Free School Meals Programme (UIFSM) and the Pupil Premium

The Pupil Premium is awarded to schools based on the number of their pupils that have made a claim for Free School Meals, and is worth £1,320 per pupil. The UIFSM programme was introduced in September 2014 and guarantees that all pupils in reception, year 1 and year 2 in state-funded schools in England are offered a free school meal (FSM).

Bizarrely, households that are getting UIFSM still need to put in a claim under the means-tested scheme in order for the school to receive the school premium. One local authority estimated that 50% of pupils eligible for both UIFSM and means tested free school meals were not putting in a claim. While this would have no effect on the income of families already eligible for UIFSM, it can heavily affect schools' finances.

The analysis identified 1,783 households eligible for both UIFSM and means-tested FSM. If we assume only half of these households make a means-tested claim, we estimate the loss to schools in Haringey to be worth £1.2m.

Additional analysis from Policy in Practice would identify those households least likely to have made a claim. We recommend that the council work with us to investigate the potential to increase FSM applications, and income from the Pupil Premium.

5. The impact of the Summer Budget and Autumn Statement in 2015

The Government announced further reforms to the welfare system in the Summer Budget and the Autumn Statement, with spending reductions affecting working-age households. These reforms include a reduction in the benefit cap and reductions to the work allowances within Universal Credit, with both of these reforms being introduced prior to April 2017.

Other changes include those that affect young people; those affecting social sector tenants; the withdrawal of entitlement to child tax credits for families having a third child after April 2017; the 'Pay to stay' policy affecting higher earners in the social sector and the cap on rents in the social sector to the LHA rate.

Some reforms that mitigate the impact of some of the reforms are also being introduced, including increases in the minimum wage, increases in the personal allowance and additional childcare support for 3-4 year olds.

5.1 Reducing the benefit cap to £23,000

In 2016, the benefit cap, which limits the total benefits a household can receive will, in London, be lowered to £23,000 per year (£442 per week) for couples and households with children, and to £15,410 per year (£296 per week) for single people with no children. DWP's impact assessment on the benefit cap suggests that there will be a phased implementation of the lower benefit cap beginning in April 2016, to be completed by the end of the year.

Who will be capped, and by how much?

Policy in Practice's analysis estimates that 2,007 households will be affected by the lower benefit cap - including those already capped at the current rate. This is almost five times the number of households that are currently capped.

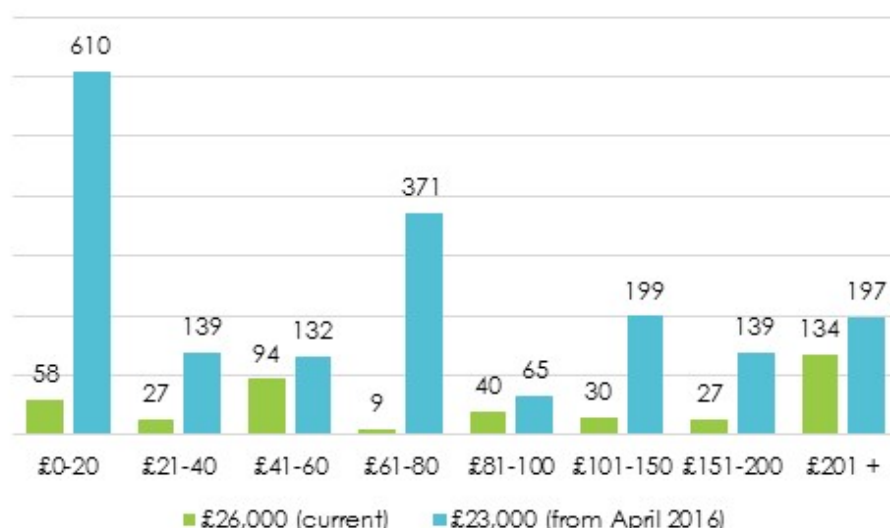
In order to identify households affected by the cap, we need to know their level of tax credit income, since this impacts upon their Housing Benefit. Tax credits are based on income in the prior year. Since this information is not available in the data, we make the reasonable assumption that tax credits are based on the households' current income, and use the Universal Benefit Calculator to calculate tax credits and housing benefit.

Our analysis finds that the average Housing Benefit reduction as a result of the benefit cap will actually fall, from £78.80 per week under the current benefit cap to £76.78 per week under the new, lower benefit cap. This is because more of the households newly affected by the cap are affected only by smaller amounts, bringing the average down. For households already affected by the benefit cap, the average weekly loss under the new cap will be £139.

58 households can expect to lose their Housing Benefit altogether as a result of the lower cap. Under UC they could stand to lose out even more, since the cap will not be limited to just the housing element.

As figure 7 (below) shows, 610 households newly affected by the lower benefit cap will lose less than £20 per week. However, 535 households will lose more than £100 per week. .

Figure 7: Number of households affected by the benefit cap, by weekly Housing Benefit reduction



32% of households identified as being capped (521) are in receipt of ESA, and because of data-constraints are assumed to be in the work-related category of ESA.

Some of these 521 households may well be in the ESA support category, and thus be exempt from the benefit cap. We recommend the local authority cross check these records with other data sources, to identify additional households that are exempt.

10% of households identified as being capped appear to be in work. If these households were to increase their hours worked, and the claimant was over 25, they could qualify for an exemption from the cap.

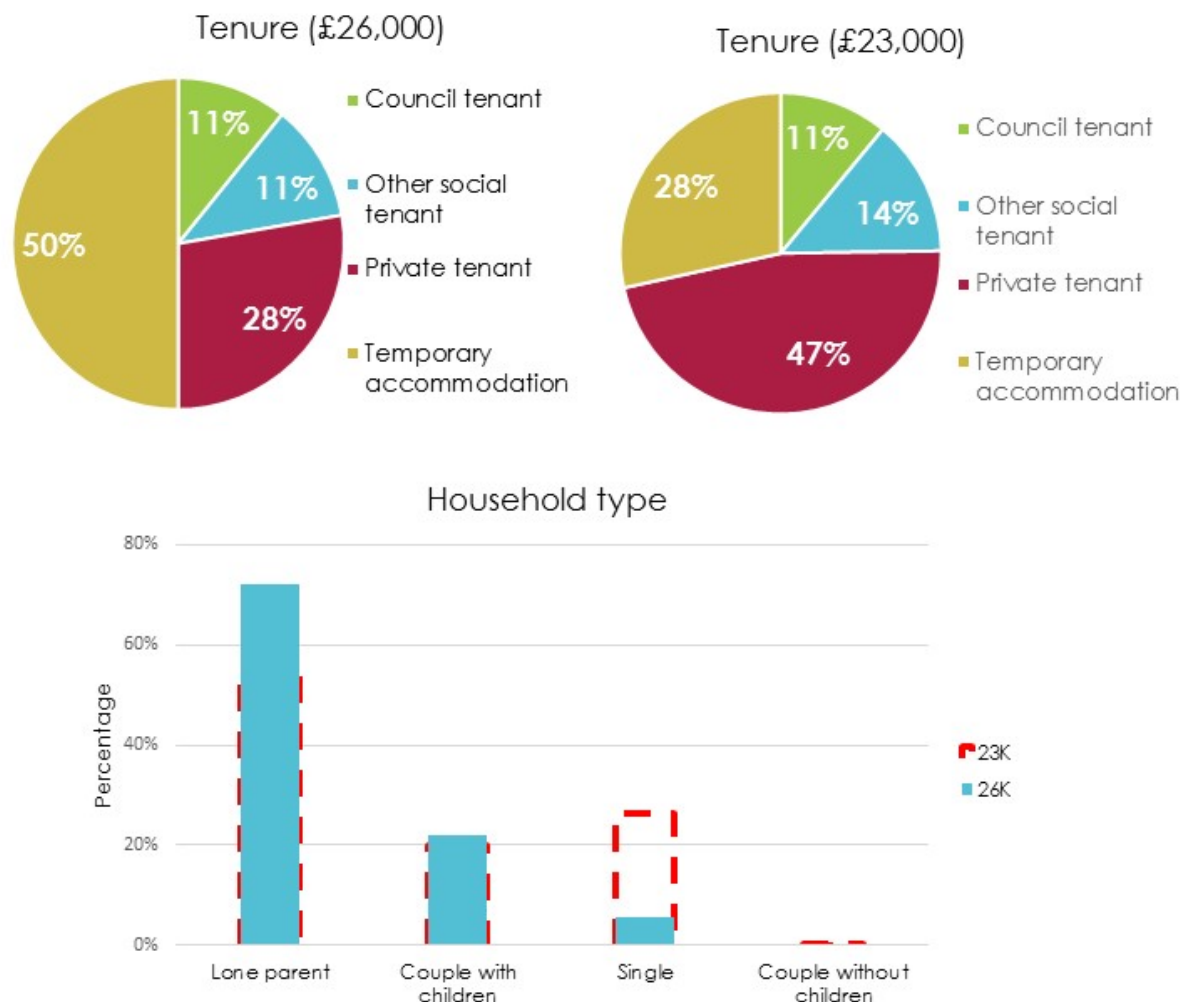
What is the profile of households that will be capped?

The lower benefit cap will change the types of families that are affected:

- Smaller families will be affected. The average number of children in households affected will fall to two, compared to an average of three children currently. The number of children affected by the reduced benefit cap will rise from 1,341 to 3,765.
- Currently the cap applies almost exclusively to households with children. Under the lower benefit cap almost 27% of those affected will be childless households (mainly single people without children).
- The proportion of affected households living in the private-rented sector will fall slightly from 78% to 75%. A greater proportion of households living in

housing association properties will be affected, rising from 11% to 14% and the proportion of affected council tenants will remain constant.

Figure 8: Characteristics of households affected by the lower benefit cap



A total of £531,000 has been spent this year on DHPs for households affected by the benefit cap. Once the lower benefit cap is introduced in 2016, the gap between rent and Housing Benefit for affected households will increase by almost 68%.

In order to provide a similar level of support through DHPs, expenditure on affected households would increase to at £785,000 in 2017/18. This does not take into account the possibility that, with five times as many households affected by the benefit cap, next year may see an increase in Discretionary Housing Payment applications. LBH might have to consider how it targets its discretionary support over the next year, and perhaps accept that more DHP applications will have to be refused or support provided at a lower level. Much of this analysis will depend upon the level of DHP allocation the council receives from DWP.

The lower benefit cap presents a key challenge for Haringey Council in the distribution of housing support. While funds for DHP payments are expected to increase in the short term, the council should consider how they will use this funding

to ensure sustainable support is made available to affected households.

5.2 Changes to benefits for young people

Two core changes to benefits for young people were announced in the Summer Budget.

First, 18 to 21 year olds will no longer have an automatic entitlement to the housing element of Universal Credit if they are out of work. In Haringey, there are 290 such households at risk of losing their housing support under Universal Credit.

LBH should consider the implications for housing and homelessness support, particularly for children under local authority care who may not be exempt from this change.

Second, young people aged 18-21 will be expected to 'earn or learn' and will have to participate in an intensive regime of support under Universal Credit. There are 471 young people in the Haringey cohort (including non-dependants) that could be affected if they make a claim for Universal Credit. It is not yet clear how much, if any, of this support will be provided by local authorities.

In addition, a third reform, the capping of social rents to the applicable LHA rate covered below, overwhelmingly affects single people under the age of 35 since they are eligible for the lower shared accommodation rate of the Local Housing Allowance.

5.3 Removal of the WRAG Premium

People in receipt of Employment and Support Allowance currently receive a higher amount than those in receipt of Jobseeker's Allowance. ESA is currently provided at two rates: one for those who require support to prepare for return to work (the Work Related Activity Group) and another rate for those with more severe disability requiring long-term support (the Support Group). The Summer Budget announced that new claims in the Work Related Activity Group (WRAG) will no longer receive the WRAG premium, worth £29.05 per week. There are 3,128 households in the ESA group in the cohort at risk of losing this premium if they were to make a new claim.

Data is not available on the current ESA classification of households. We have made reasonable assumptions when allocating people to their ESA group, but an accurate estimate of affected numbers is not possible.

5.4 Cut to tax credits for third and subsequent children

Families will not be able to claim Child Tax Credit for third and subsequent children born after April 2017. 4,877 households in Haringey are in receipt of Child Tax Credit

LBH should use the dataset to identify households at risk of losing extra tax credit support if they have more children, and inform them of their situation.

for two children, and would not receive additional support if they were to have a new child after April 2017. A further 3,557 households have three or more children, and could lose support if there is a material change in circumstances requiring a new claim to be made.

5.5 'Pay to Stay'

Social housing tenants with household incomes of £40,000 and above in London will be required to 'pay to stay' in social housing by paying a market rent for their home. This policy is expected to be introduced in 2017/18.

Local authorities will be required to pass on this increased income to the Exchequer. Housing associations will be able to use this extra income to invest in new housing.

The cohort examined in this analysis is composed of households in receipt of means-tested benefits, and are therefore on relatively low incomes. The analysis has

LBH could identify the households that may have to 'pay to stay' after 2017, and undertake further analysis to decide how they can prepare for this reform.

identified five households that may be affected by this reform.

5.6 Housing Benefit capped at LHA rates for social rents

In November 2015, the Chancellor announced the extension of the LHA cap to the social-rented sector. This measure will be applied to current tenancies from April 2018 and to new tenancies from April 2016.

In Haringey, there are 1,112 households in the social-rented sector paying rent above the applicable LHA rate. 86% of these tenants live in a 1 bedroom property and the average age is 29.5 years. 41% (240) of these households are council tenants, the remaining 59% live in other social-rented sector housing. The average difference between their monthly rent and their applicable LHA rate is £38.64 per week.

5.7 The LHA freeze

The Chancellor of the Exchequer has also announced his intention to freeze LHA rates in the United Kingdom for the next four years. The Government has stated that this will provide a cap on rental increases. However, this did not occur in most areas

with the introduction of LHA rates and therefore the freeze in LHA rates is unlikely to have any significant impact on rent levels.

We assume that private rents in London will continue to rise at the current rate of 4.1% p.a. for the next four years² while LHA rates remain stable. Rents for social tenants are assumed to fall by 1% per year as instructed by the Government in the Summer Budget. The table below shows average rents according to our model in the social and private sectors, in 2015 and in 2020:

Table 4: rent uprating in the social and private sectors, from 2015 to 2020					
	Social Rent			Private Rent	
	Current average	2020 average		Current average	2020 average
Shared room	£ 132.94	£ 127.71		£ 171.96	£ 179.31
1 bedroom	£ 120.82	£ 116.07		£ 185.75	£ 193.69
2 bedrooms	£ 129.25	£ 124.17		£ 258.36	£ 269.40
3 bedrooms	£ 137.15	£ 131.76		£ 307.95	£ 321.11
4 bedrooms	£ 161.43	£ 155.08		£ 346.94	£ 363.21
5+ bedrooms	£ 163.65	£ 157.21		£ 388.94	£ 405.57

Our analysis suggests that an additional 1,700 private tenants would be affected by the LHA cap if rents in Haringey continue to increase at current rates. This would bring the total number of households affected by the LHA cap to 6,379, and the average weekly shortfall as a result between the rent and the Housing Benefit for these households to £55.02. For social sector tenants, 172 properties could fall back below the LHA cap, once the LHA rate is applied to social tenancies in 2018.

5.8 The National Living Wage and increased personal allowance

The Summer Budget announced an increase in the minimum wage for people over 25, called the 'National Living Wage'. It will be set at £7.20 per hour from April 2016 (compared to £6.50 today) and will rise to £9.00 per hour by 2020. This does not apply to 8,272 under-25s in work, or to 3,171 self-employed people, but it could affect the income of the latter under Universal Credit.

Our analysis finds that the new minimum wage will increase the earnings of 6,850 low-income families in Haringey. 65% of households in receipt of Housing Benefit and council tax support, aged 25 or over, in work and not self-employed earn below £9 per hour.

The impact of the National Living Wage combined with the increased personal allowance will help 10,712 households in work, by an average £13.96 per week. It is

² This is equal to 4.1% according to the latest ONS index, found here: <http://data.london.gov.uk/housingmarket/>

worth pointing out that this will only happen if all employers respond to the higher National Living Wage by increasing their workers' wages accordingly rather than reducing hours or hiring younger people who are not affected by the reform.

6. The Impact of Universal Credit

Universal Credit (UC) is the Government's flagship welfare reform. It will replace six existing means-tested benefits: income-based Jobseeker's Allowance, Income-related Employment and Support Allowance, Income Support, Housing Benefit, Child Tax Credit, and Working Tax Credit.

The initial rationale for the new system was to:

- simplify the system, making it easier for people to understand and making administration more efficient
- encourage recipients to start paid work or increase their earnings by making sure that work pays;
- smooth the transitions into and out of work;
- reduce poverty
- reduce fraud and error.

Work allowances were a key feature of Universal Credit. These are the amounts a household can earn without any UC being withdrawn. The work allowances helped to ensure that people would be better off in work than on benefits.

Work allowances were reduced in the Summer Budget 2015. The table below provides a summary of the reduction of work allowances by household type. The extent to which this will affect their take home income will depend upon their level of earnings, as well as their household type.

Table 5: reductions to work allowances under Universal Credit			
	2015	2016	Change
Single person (with housing support)	£1,332.00	£0.00	-£ 1,332.00
Single person (no housing costs)	£1,332.00	£0.00	-£ 1,332.00
Lone parent (with housing support)	£3,156.00	£2,304.00	-£ 852.00
Lone parent (no housing costs)	£8,808.00	£4,764.00	-£ 4,044.00
Couple without children (with housing support)	£1,332.00	£0.00	-£ 1,332.00
Couple without children (no housing costs)	£1,332.00	£0.00	-£ 1,332.00
Couple with children (with housing support)	£2,664.00	£2,304.00	-£ 360.00
Couple with children (no housing costs)	£6,432.00	£4,764.00	-£ 1,668.00
Disabled people (with housing support)	£2,304.00	£2,304.00	£ -
Disabled people (no housing costs)	£7,764.00	£4,764.00	-£ 3,000.00

Universal Credit will be introduced in Haringey for single people currently in receipt of Jobseeker's Allowance in March 2016. Numbers in receipt of UC will remain low at first, but this analysis estimates that at least 29,933 households in Haringey will receive UC when it is fully implemented.

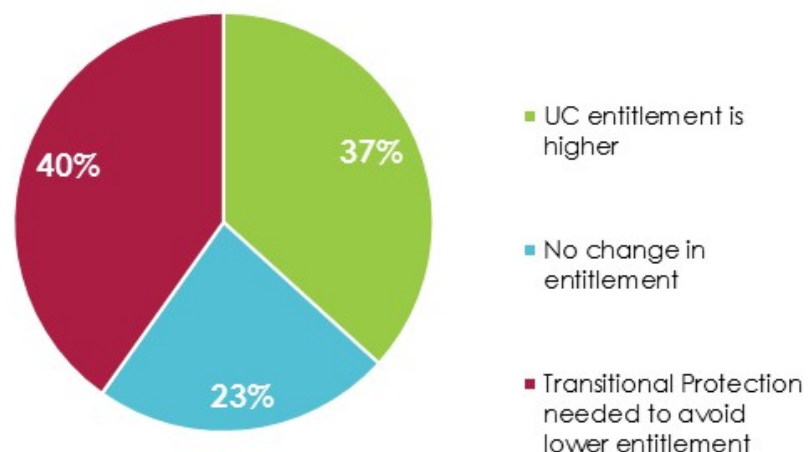
The following section is based on the assumption that Universal Credit is fully rolled out in Haringey over the course of 2016, to give an indication of the effects that the roll-out will have on the Council's residents during the first year of implementation. This allows for a like-for-like comparison between the current tax credit system and Universal Credit, assuming no changes in caseload or rent levels.

6.1 Universal Credit is rolled out in 2016

This analysis compares each household's income (including all benefits, tax credits and net earnings) under the current benefit system and Universal Credit.

The analysis is based on policy changes that come into effect from April 2016. This includes changes to the benefit cap and the reduction of work allowances in Universal Credit. This analysis is based on the current caseload of HB and CTRS claimants on the understanding there are no changes in circumstances except for earnings increasing in line with minimum wage levels for claimants in work. Differences in entitlement are identified as those that are greater than £5 per month.

Figure 9: The impact of Universal Credit on household income in 2016



Under Universal Credit 37% of households will have a higher income than under the current system. 40% will need transitional protection to avoid a lower income and 23% will see no change in income if their circumstances remained the same. This analysis does not take into account any changes in behaviour (e.g. moving into or out of work) as a result of Universal Credit.

A reduced work allowance in Universal Credit

61% of households in Haringey that will be entitled to Universal Credit when it is fully implemented across the borough will have a lower work allowance as a result of the changes announced in the Summer Budget.

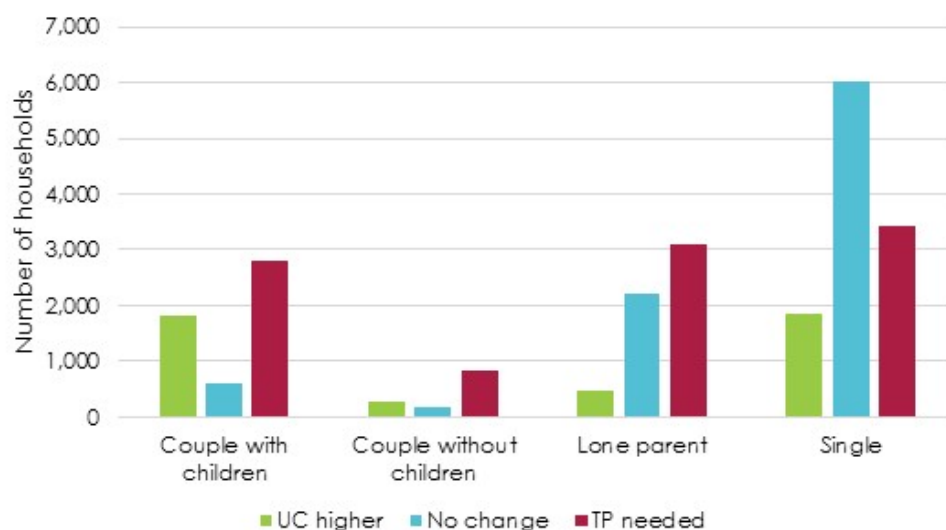
Table 5 provides a breakdown of households in work who would have a lower work allowance as a result of the reduced allowances announced in the Summer Budget of 2015. This is based on current monthly earnings. The highest number of individuals affected are couples with children (4,890). Single people will face the greatest reduction in their work allowance, with an average reduction of £71.50 per month.

Table 6: Impact of reduced worked allowance under UC by household type		
Household type	Number of Households Affected	Average monthly work allowance reduction
Couple with children	4,890	£25.30
Couple without children	620	£67.51
Single	3,670	£71.50
Lone Parent	4,603	£55.31

The impact of Universal Credit on different households

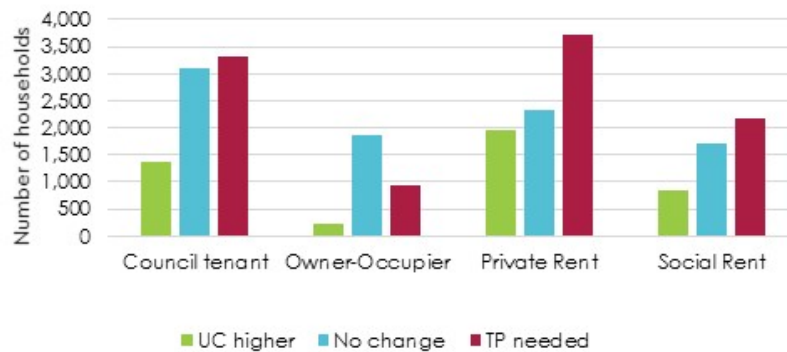
Figure 10 below shows the impact Universal Credit will have on different household types. It shows that there are 'winners' and 'losers' within each household type. All household types are more likely to be worse off than better off. Lone parents are most likely to be worse off, or see no change in their income. Couples with children and single people are the two groups most likely to see an increase in their income under Universal Credit.

Figure 10: The impact of Universal Credit on household income, by household type



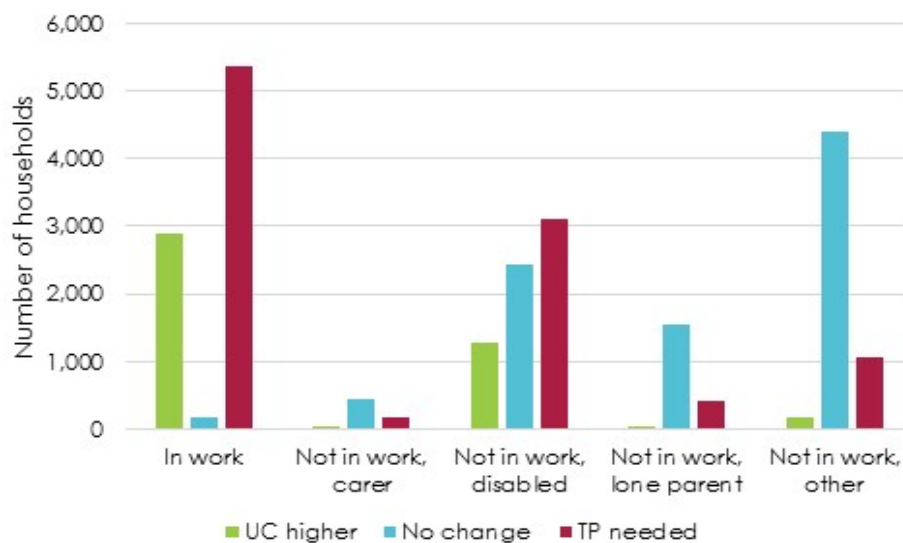
Following full implementation of UC, owner-occupiers are more likely to see no change in their income than households with other tenures. Tenants (in both social housing and private-rented properties) are more likely to need transitional protection and less likely to be better off under the new system.

Figure 11: The impact of Universal Credit on household income, by tenure



The biggest variation in the impact of Universal Credit is that between different economic groups. Figure 12 (below) illustrates that the majority of households that will need transitional protection are in work. This is due to the reduction in work allowances under Universal Credit. The result of these cuts to work allowances is to make Universal Credit less generous to those in work than the current tax credits system. Households in receipt of a disability-related benefit will also see their income fall under the new system. The numbers used in this report are based on assumptions around ESA categories and may differ under further investigation. In general, those not in work or disabled are less likely to see a change in their income following transfer to UC.

Figure 14: The impact of Universal Credit on household income, by economic status



In-work conditionality

For the first time, Universal Credit will introduce conditionality for recipients who are in work but have earnings below a certain level. This conditionality threshold will be set as the number of hours the householder is expected to work (similar to the current hours requirement in tax credits) multiplied by the minimum wage. Certain groups, such as disabled people and lone parents with children under five, will still not be subject to full conditionality under Universal Credit.

43% of working-age households in the cohort will be subject to conditionality under Universal Credit. Of these, 8,154 households are in work and will be subject to conditionality because earnings are below the required threshold. These households do not have any conditionality in the current system and could be subject to sanctions for not fulfilling their conditionality requirements under Universal Credit.

The minimum income floor

Universal Credit will introduce a 'minimum income floor' that will apply to self-employed people. Similar to the in-work conditionality threshold, this will be set at the number of hours the individual is expected to work multiplied by the minimum wage.

For self-employed households earning below this threshold, Universal Credit will be awarded based on an assumed level of income rather than their actual earnings. Many of these households will see a fall in their Universal Credit entitlement as a result.

In Haringey, there are 3,171 households with at least one partner who is self-employed. 77% of these households are earning below their applicable 'minimum income floor' and are at risk of seeing their income fall under Universal Credit.

Transitional Protection

Transitional Protection is calculated by comparing the total household monthly income at the point of migration to Universal Credit with the new Universal Credit

entitlement. Where the Universal Credit entitlement is lower, transitional protection will be awarded as a cash amount to make up the difference.

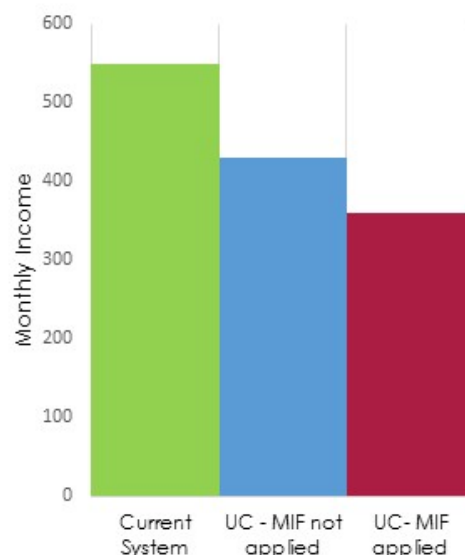
Significant changes in circumstances will lead to the end of protection. The DWP describes the following occurrences as significant changes in circumstances³:

- a partner leaving/joining the household;
- a sustained (3 month) earnings drop beneath the level of work that is expected of them according to their claimant commitment;
- the Universal Credit award ending; and/or
- one (or both) members of the household stopping work.

For self-employed claimants, transitional protection will be calculated against their Universal Credit entitlement before the minimum income floor is applied. For households with at least one self-employed individual earning below the living wage, the amount of protection received will therefore be lower than the actual difference between their income under the current system and Universal Credit.

Figure 13 illustrates how transitional protection is calculated for this group of claimants.

Figure 13: Transitional Protection for self-employed residents



³ Department of Work and Pensions, 2012. "Universal Credit Policy Briefing Note: Transitional Protection and Universal Credit"

The analysis identifies 1,094 households in Haringey in need of transitional protection with at least one self-employed individual earning less than the minimum income floor.

Overall, the analysis finds that a total of £36.8 million worth of transitional protection will be paid to 10,371 households in Haringey who would otherwise see their income fall following the migration to Universal Credit.

Engage with self-employed households identified in the dataset as likely to require transitional protection, to inform them of the change and help them to prepare.

Non-dependant deductions under UC

Universal Credit has a single-rate deduction for non-dependants set at £69.37/month, as opposed to the current system where deductions range from £63/month to over £400/month depending on the non-dependant's circumstances. This means that some non-dependants (particularly those with high earnings from work) carry a lower deduction to the claimant's housing support than under the current system, while others (such as those receiving benefits) carry a higher deduction.

Our analysis identifies 5,305 households in receipt of Housing Benefit that will have a higher non-dependant deduction under Universal Credit than under the current system. By contrast, 751 households will receive a lower deduction to their housing

Use the accompanying dataset to identify households that stand to lose out from the different deductions under Universal Credit, and support them into work where relevant.

element than currently.

Earnings required to move out of entitlement to UC

On average, households in Haringey will have to earn at least £26,751 per year to move out of entitlement to Universal Credit. However, this varies by household type and tenure, as shown in Table 4 (below).

Table 7: Earnings required to move out of entitlement to Universal Credit	
By Household Type	
Single	£19,072
Couple without children	£21,622
Lone parent	£30,694
Couple with children	£38,952
By Tenure	
Private rent	£23,028
Council tenant	£31,551
Social rent	£14,979
Owner occupier	£24,720

7. The Cumulative Impact of Welfare Reform in Haringey

7.1 The impact of reforms already in place

A range of reforms were introduced in the last parliament to reduce welfare spending:

- The under-occupation charge (also known as the 'removal of the spare room subsidy' or the 'bedroom tax') reduces Housing Benefit for households living in the social-rented sector who are deemed to have a 'spare' room.
- The Local Housing Allowance limits the amount of Housing Benefit tenants in the private-rented sector can receive.
- The benefit cap limits the total benefit income most working-age households can receive.
- Localised council tax support has passed cuts in central government funding to working-age households who are not in a protected group.

Based on the data provided to us for October 2015, the combined impact of these welfare reforms, implemented prior to April 2016, mean that working-age households in Haringey have seen household incomes fall by an average of £14.16 per week.

7.2 The impact of the reduced benefit cap

In July 2015, the Government announced a number of further changes. These included a reduction in the benefit cap to £23,000 per year (in London) for couples and families with children and £15,410 for single people without children in London. This is to be introduced in April 2016.

Taking just this change into account, our analysis finds that the average household income loss will increase to £18.22 per week, or £950 per year.

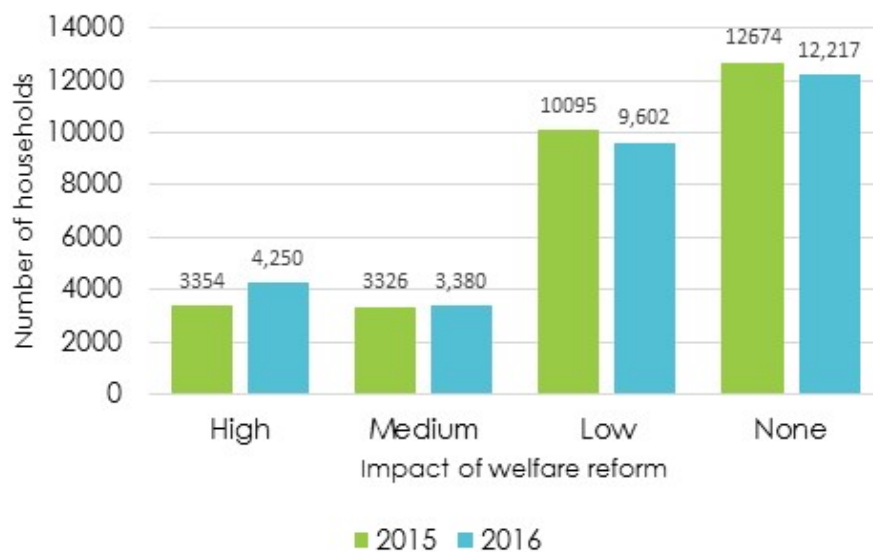
7.3 Households with a high impact in 2016

Our analysis has categorised each household by the cumulative impact of welfare reform on that household: none, low, medium, high. Whilst the thresholds for each of the categories are largely arbitrary, they have been agreed with the client and help to prioritise households that need support.

A weekly reduction in income between £1 and £15 is classed as 'low' impact, a weekly reduction between £15 and £30 is classed as 'medium' impact and a reduction above £30 per week is classed as 'high' impact.

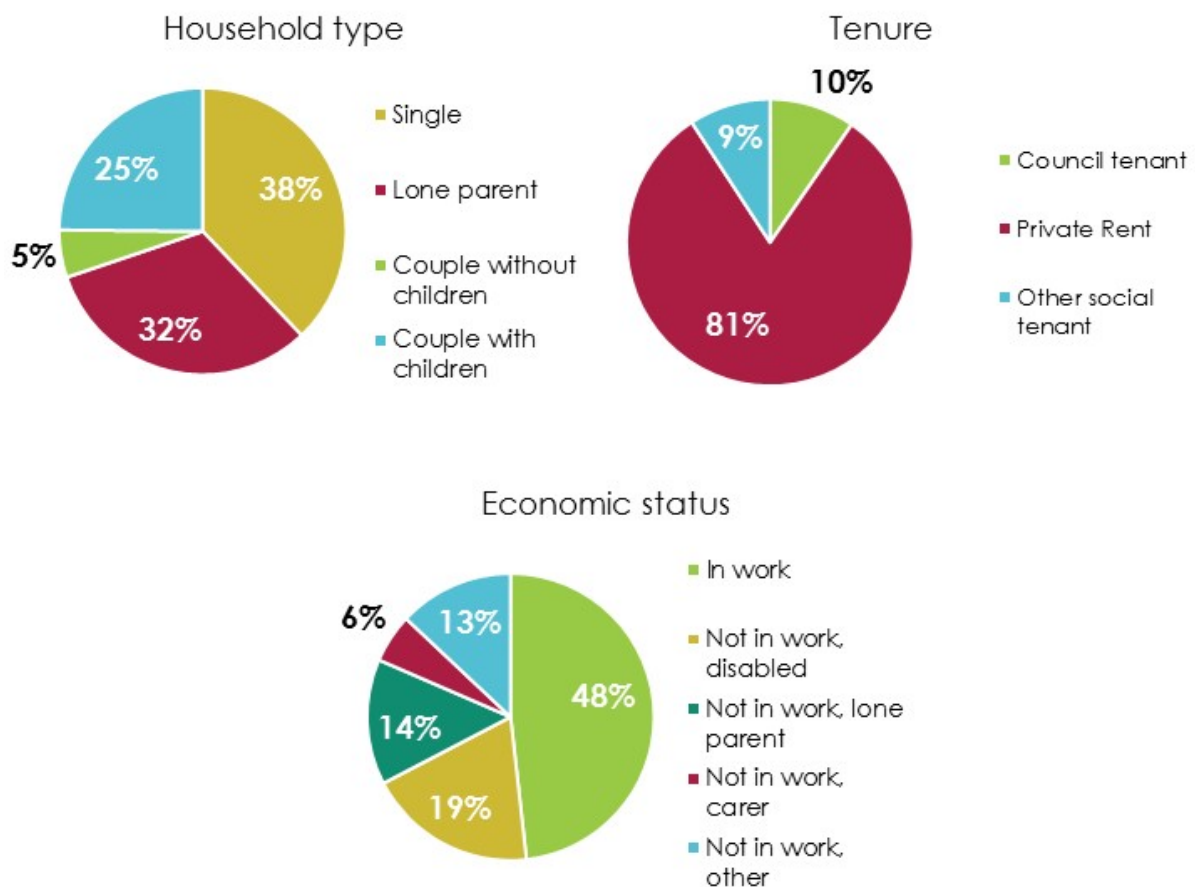
The analysis suggests that as a result of the reduced benefit cap, there will be more than 900 further households for which welfare reform will have a high impact.

Figure 14: The cumulative impact of welfare reform



In 2016, there will be 4,250 households in Haringey for whom the impact of welfare reform is categorised as 'high'. These households will face an income reduction of over £30 each week compared to their household income in October 2015. 92% of these households are of working age. Figure 3 provides a breakdown of these families by household type, tenure and economic status. We find that families with children, tenants living in private rented properties, and people in work are the most likely households to face a "high" financial loss after the April 2016 changes have been applied.

Figure 15: Characteristics of households with a high welfare reform impact in April 2016



7.4 Targeting employment support

In addition to the assessment of the impact of welfare reform, households have also been categorised by barriers to work. The analysis took account of disabilities, caring and parenting responsibilities. Households were then categorised as having low, medium, or high barriers to work. More information on the methodology employed to classify households into these categories can be found in Annex 3.

This analysis identifies 497 households that are unemployed, have low barriers to work and are highly affected by welfare reform in 2016. It may be possible to support some of these households into work, thereby reducing financial hardship. It should be noted that these households may face other barriers to work not identified through this analysis and an individual assessment of each household identified should be considered in order to offer the most suitable advice and support and target council resources.

LBH may want to consider further analysis of the data to identify additional barriers to work. For example:

- Longitudinal analysis may enable us to identify when households were last in receipt of earned income
- “What if” analysis may identify the extent households would be better off, if they were to move into a job and receive the minimum wage.

- The dataset can identify households with low barriers to work, affected by future reforms (e.g. 18-21 year olds) in order to pro-actively target preventative support.

The 497 households with a high impact from welfare reforms, and low barriers to work can be identified by the council using the accompanying dataset.

7.5 Households affected by multiple reforms

Table 2 below provides a breakdown of the number of households affected by multiple reforms. The analysis takes into account the under-occupation charge; reduction in council tax support; the LHA; benefit caps and the reduction in the work allowance under Universal Credit.

Only 14% of the working-age cohort are not affected by any welfare reforms. These are mostly households containing a person with a disability. Over half of the cohort are impacted by multiple reforms.

	Number of Households	% of the working-age cohort	Number of Disabled Households	Number of Children
Not impacted	21,812	41%	8,722	10,201
1 reform	13,789	46%	2,665	14,381
2 reforms	3,225	11%	577	3,970
3 reforms	553	2%	170	1,193
4 reforms	38	0%	14	82

A group of particular concern will be the approximately 600 households that will be affected by three or four welfare reforms in 2016. These include the reform of council tax support, the LHA cap, the benefit cap, the under-occupation charge, and pay to stay. The combination of reforms that will affect most households is the reform of council tax support and the cuts to UC work allowances, which will affect 11,403 households in total.

An analysis of this group shows that the average weekly income reduction from welfare reforms will be £137.47. 70% of these households are lone parents, 25% are couples with children, and 5% are single people without children. More than a quarter of these households have already received a Discretionary Housing Payment (DHP) to assist with housing costs in 2015. It is foreseeable that this group may require further support as welfare reforms progress.

Two groups stand out as being over-represented among those with a high impact of welfare reform in 2016. Private tenants will continue to suffer the effects that high

rents have on the LHA cap and the lower benefit cap, resulting in high income reductions. Families with children, including lone parents and couples, will also be negatively affected by welfare reform. This is also due to the lower benefit cap in particular, which penalises larger families.

The accompanying dataset can be used to filter households affected by each reform. The council may want to use this to target support to households affected by a specific combination of reforms.

7.6 The 2020 scenario

To take into account the full set of reforms that is expected to be implemented by the end of the Parliament, we have modelled a 2020 scenario. This includes a complete roll-out of Universal Credit, a lower benefit cap, and increases in the income tax threshold and National Living Wage. However, we do not make assumptions about households' circumstance changes, so reforms that only affect new or updated claims (such as limiting Child Tax Credit for third and subsequent children) are not included. Likewise, this does not model future rent or inflation increases.

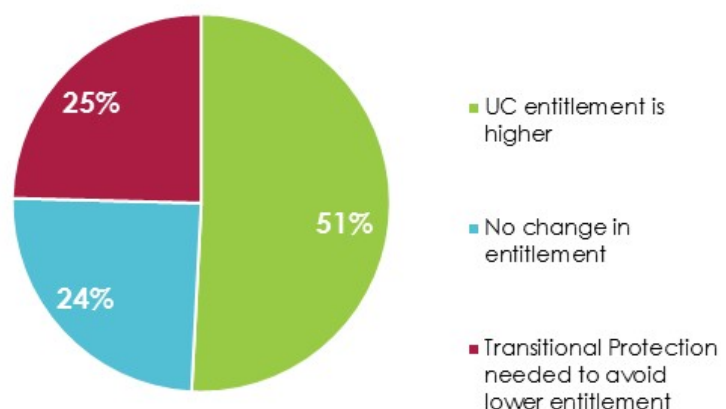
The 2020 scenario provides a more favourable outlook for Haringey's residents, where 51% of households will see their income increase under Universal Credit compared to current benefits (up to April 2016) and the percentage of households in need of transitional protection will fall from 40% (the result if Universal Credit was rolled out in 2016) to 25%. The remaining 24% of households will face no change in income.

This analysis has taken into consideration the rise in the minimum wage to £9 per hour and the higher personal allowance of £12,500. These findings indicate how the measures announced in the July 2015 Summer Budget may partially mitigate the transition to Universal Credit if employers increase wages accordingly.

In addition, the analysis has identified 195 households with children aged between 3 and 4 years old that are likely to receive higher childcare support in 2020. While the number is likely to vary in the coming years, this figure provides an indicative sample of the proportion of households who will benefit from this measure.

The situation by 2020 is likely to have improved compared to 2016: more people will benefit from some of the positive measures introduced, leaving a more positive picture than in many other local authorities. However, LBH will still have to support

Figure 16: The impact of Universal Credit on household income in 2020



many people who will be very negatively affected by a combination of reforms. A well-targeted proactive approach following the recommendations of this report can help to make this transition less difficult than it otherwise would be.

8. Recommendations

Policy in Practice recommends that this information and the accompanying dataset are used by the London Borough of Haringey to target support to households who are hardest hit by welfare reform.

In particular, we recommend the following actions:

Identify exemptions

The data provided does not enable us to identify some households that may be exempt from reforms, such as the reduced benefit cap. Other datasets such as ATLAS may help to identify households in the ESA Support Group, in receipt of Carer's Allowance, or with disabled children. Identifying additional exempt households enables the council to focus support more accurately on those most severely affected.

Our analysis has identified 2,007 households that will likely be affected by the benefit cap and will experience a fall in income.

- All 521 new benefit cap cases in receipt of ESA should be further investigated, to identify whether or not they are exempt by being in the Support Group.
- 22 households are affected by the current benefit cap and in receipt of Carer's Allowance – often those with disability benefits for children. This number increases to 264 once the lower cap at £23,000 is applied. A recent high court judgment, found that these households should now be exempt from the cap. Though this is under appeal, we recommend that LBH follow any potential updates on this case, and get in touch with these residents.
- Some affected households are already in work, and may be able to increase their weekly hours worked in order to reach the qualifying threshold for exemption. The data identifies some households marked as affected by the cap, already at the qualifying threshold, these households should be further investigated.

Target employment support

This report provides a qualified list of households that will be affected by the benefit cap in 2016. We recommend front-line support should be targeted to those households most heavily impacted by the benefit cap. Frontline support should engage them, make them aware of the impact of changes, and work proactively to minimise income reduction. The Benefit Cap White Paper and Benefit Cap software may be helpful in increasing the effectiveness of frontline support. In addition, employment support could be targeted to the 'quick wins' – those who are highly affected by welfare reform but appear to have low barriers to work.

Further analysis of the data may help to identify additional barriers to work. For example:

- Longitudinal analysis may enable us to identify when households were last in receipt of earned income

- A “what if” analysis may identify the extent that the household would be better off, if they were to move into a job and receive the minimum wage.

The dataset can also be manipulated to identify households with low barriers to work, and are affected by future reforms (e.g. 18-21 year olds) in order to proactively target preventative support.

Use this data to co-ordinate support across the council and with partners

This analysis and the accompanying household level dataset can help to co-ordinate activity across the council to avoid duplicating support (e.g. DHPs, Social Fund) and provide a more joined-up service (e.g. Troubled Families).

- The Council should target those households in receipt of more than one form of discretionary support, and consider taking proactive steps to support them toward independence, working with other departments where necessary.
- Demand for support is forecast to grow in the next few years. The council should ensure robust policies are in place that support, accurate targeting and efficient administration.

The cumulative and forward-looking assessment of the impact of welfare reform means that it may be possible to better co-ordinate support to focus on households with greatest need, or targeted to where support is likely to be most effective.

In addition, sharing this analysis and the accompanying household level dataset with partners, through appropriate processes will help develop an understanding of the impact of welfare reform across all delivery channels, and help to build consensus around how to deliver appropriate support.

Use this data, and further analysis to identify and deliver cashable savings

Homelessness costs the council. Birmingham City Council estimated the cost of a homelessness application in Birmingham to be £8,000 in 2012, and this is likely to be higher in Haringey.

- Identifying households that are at high risk of homelessness, and lowering that risk through targeted support would save the council money.
- Lewisham Council, working with Policy in Practice were able to help 21.5% of households likely to be affected by the Benefit Cap in 2013 into work, compared with a control group of 7.5%.
- If Haringey were able to support an additional 14% of affected households into work so that they are exempt from the benefit cap, 280 families would no longer be affected by the cap, and the savings by avoiding homelessness could be around £600,000⁴.

⁴ This figure was reached by assuming that households that are likely to lose more than £100/week of their Housing Benefit through the lower benefit cap could become homeless.



Schools in Haringey are missing out on Pupil Premium funding, due to the introduction of Universal Infant Free School Meals for 5-7 year olds.

- The analysis identified 1,783 households eligible for both UIFSM and means-tested FSM. One school in Bolton found that applications for means-tested FSM among this cohort fell by half.
- If Policy in Practice were able to identify those households least likely to have made a claim, and completed applications rose through a targeted campaign then the additional income to schools in Haringey could be worth up to £1.2m.

There may be other opportunities for cashable savings through further analysis. We would be pleased to discuss with you further.

Annex 1: Data limitations

Limitation: Passported Housing Benefit cases receiving Employment and Support Allowance (ESA) do not give information on work capability group.			
Assumption: We use DLA data to determine ESA Group, where available. People receiving the higher rate of either the care or mobility component of DLA will be put in the Support Group. People receiving the middle rate or lower rate or those without information on DLA will be put in the Work Related Activity Group.	Rationale: If the data are sufficient, the rate at which Disability Living Allowance is paid reflects the level of disability of the individual. This will give the best approximation of which ESA group they would be put into.	Records Affected: There are 6,646 passported ESA cases in the SHBE records. 3,019 (45%) of the passported cases do not provide information on ESA income, group or disability premiums. 1,849 (28%) of passported ESA cases do not report DLA income.	Implications: Since only 72% of ESA cases report DLA income, there may be cases where the claimant is receiving DLA but it is not recorded. We may then be over-estimating the number of people in the WRAG group. This may over-estimate the number of people affected by the benefit cap and the number of people at risk of losing the WRAG premium in ESA.
Limitation: No information on previous year's earnings to calculate tax credits			
Assumption: Assumed income last year was the same as in the current year for future tax credit calculations.	Rationale: Will disregard any tax credit overpayments, so gives a truer comparison to Universal Credit.	Records affected: All working-age households with children or working the hours required to qualify for tax credits – 16,799 (57% of working-age records)	Implications: May over- or under-estimate tax credit awards in the short term, but will be accurate in the long term.
Limitation: Passported Housing Benefit cases do not provide information on earnings.			
Assumption: Passported cases are out of work.	Rationale: No information on which to base assumptions otherwise.	Records Affected: 43% of SHBE records are passported.	Implications: Analysis will not capture the impact of low hours work which may underestimate the number of cases that are better off under Universal Credit.
Limitation: No information on child disability benefits. Only information on whether the household receives the child disability premium in SHBE records.			
Assumption: Where the household receives the child disability	Rationale: This is a conservative estimate. We have no other information	Records Affected: 269 (0.8% of total) SHBE records include the child disability	Implications: Missing data on child disability may overestimate the

premium, we have assumed the lowest rate care component of DLA for one child.	to base assumptions on the level of disability.	premium.	number of households affected by the benefit cap, since child DLA exempts households from the benefit cap.
Limitation: Limited information on childcare. We only have information on the childcare disregard in the Housing Benefit claim, not childcare support claimed through tax credits in SHBE records. CTRS records contain no information on childcare.			
<i>Assumption:</i> Childcare support added for records with a childcare disregard only.	<i>Rationale:</i> No other information on which to base assumption.	<i>Records affected:</i> Childcare disregard used in 752 cases, 7.7% of households that have children and are in work.	<i>Implications:</i> Under-estimating the take up of childcare support. Since childcare support is higher under UC, this also under-estimates the number of households that would be better off under UC.
Limitation: No information on housing costs for households only receiving council tax support, as they do not claim Housing Benefit. They may however receive Support for Mortgage Interest.			
<i>Assumption:</i> CTRS-only cases are owner-occupiers with no housing costs.	<i>Rationale:</i> No other information on which to base assumption.	<i>Records affected:</i> 5,819 records (14.8%) are CTRS-only.	<i>Implications:</i> We may under-estimate the number of people who are worse off under UC. This is because owner-occupiers are not entitled to mortgage support in work, so those working low hours will be worse off.

Annex 2: Drivers for a change in entitlement between the current system and Universal Credit

Drivers for why a household might be better off under Universal Credit

- Young people under 25 without children or a disability are not entitled to Working Tax Credit, but will qualify for in-work support under UC.
- The base entitlement for people in the ESA Support Group has risen from £226 per month to £316 per month.
- Though work allowances in Universal Credit have been reduced, families with children will still have a higher work allowance than currently..
- People working a low number of hours face a 100% withdrawal rate of JSA/IS/ESA under the current system, but will only see a 65% withdrawal rate under Universal Credit.
- Households in work and receiving Housing Benefit and tax credits will see their benefits withdrawn at a lower rate under Universal Credit.
- Parents working under 16 hours who need formal childcare are not entitled to childcare support through tax credits, but they will be eligible for help with childcare costs under UC.

Drivers for why a household might need transitional protection

- Lone parents between 18 and 25 will no longer be entitled to the over-25 rate of the personal allowance under Universal Credit.
- Under the current system, households see a large jump in income (i.e. cliff edge) when they begin working enough hours to qualify for Working Tax Credit (16, 24 or 30 hours depending on the household type). There is no distinction between out-of-work and in-work support or an hours threshold within Universal Credit, to smoothen work incentives. Households working at the tax credit threshold will generally see a lower entitlement under UC.
- The child disability element of Universal Credit, for those not entitled to the highest rate care component of DLA, is worth around half of the disability element of Child Tax Credit.
- The benefit cap under the current system only reduces a household's Housing Benefit. Under Universal Credit, the benefit cap can reduce all elements of a household's UC award, meaning that capped households may see an even greater reduction under UC and households not in receipt of Housing Benefit under the current system may also be capped under UC.
- People in work and in receipt of only tax credits (i.e. not in receipt of Housing Benefit) will see an increase in their withdrawal rate from 41% to 65%.
- Households with savings over £16,000 will not be entitled to Universal Credit, but are eligible for tax credits under the current system.

- Universal Credit has a single flat rate for non-dependant deductions, meaning some households with non-dependants will see a higher reduction to their housing support under Universal Credit than the current system.
- Under Universal Credit, owner-occupiers will not be eligible for help with their mortgage when in work. Under the current system, they are eligible for mortgage support as long as they are not in 'remunerative work' (usually 16 or 24 hours depending on household type).
- Couples with one partner above and one partner below the state pension age. Under the current system, the couple would claim Pension Credit (a higher amount) but under Universal Credit, their entitlements are determined by the youngest partner and therefor will claim UC (a lower amount).

Annex 3: Household data documentation

Variable	Explanation
reference	Housing Benefit and/or Council Tax Reduction claim number
postcode	Postcode (where available)
children	Number of dependent children living in the household
nondependants	Number of non-dependants in the household
earnings	Total gross weekly earnings for the both the claimant and partner (if applicable).
householdtype	Simplified household type. Options are: single, lone parent, couple without children, couple with children.
agegroup	- Working age - Pension age (if one or more partners are of Pension Credit qualifying age)
tenure	Simplified tenure type. Options are: Council tenant, Social Rent, Private Rent, and Owner-Occupier (used for CTRS-only cases).
savings	Household savings, using bands.
economicstatus	- In work (if there are earnings in the household) - Not in work, disabled (if no earnings in the household and someone is in receipt of a disability-related benefit) - Not in work, carer (if no earnings and in receipt of the Carer's Premium) - Not in work, lone parent (if no earnings and a single person with children) - Not in work, other (if no earnings and does not fit in the categories above)
2015 REFORMS	
underoccupation	Y = affected by the under-occupation charge N = not affected by the under-occupation charge
underoccupation_amount	Weekly reduction to Housing Benefit due to the under-occupation charge.
underoccupation_pensionage	Y = one person in the household is above pension age, and could be exempt N = no-one in the household if above pension age
LHAcap	Y = affected by the LHA cap (rent is higher than the applicable LHA rate, for private sector tenants) N = not affected by the LHA cap
LHAcap_amount	Weekly shortfall between eligible rent and the maximum applicable LHA rate.
ctrs_notprotected	Y = not in a protected group under CTRS,

	subject to a minimum payment N = in a protected group under CTRS, eligible for full council tax support
ctrs_notprotected_amount	Weekly shortfall between council tax liability and council tax support.
ctrs_notprotected_pensionage	Y = households with at least one individual of pension age that are not protected under CTRS
benefitcap_26k	Y = affected by the benefit cap as currently set N = not affected by the benefit cap
benefitcap_26k_amount	Weekly reduction to Housing Benefit due to the benefit cap.
benefitcap26k_couldgetWTC	Y = household identified as affected by the benefit cap in BCC data, but working enough hours to qualify for Working Tax Credit (a potential exemption) N = not affected by the benefit cap and eligible for Working Tax Credit
benefitcap26k_carer	Y = household identified as affected by the benefit cap in LBH data, but in receipt of carer's allowance N = not affected by the benefit cap and receiving carer's allowance
eligibletoFSM_underUIFM	Y = household's with receiving UIFSM and eligible to means tested FSM N = not affected receiving UIFSM and eligible to means tested FSM
earningbelowNMW	Y = claimant or partner is earning below the current National Minimum Wage N = not applicable
2016 REFORMS	
benefitcap_23k	Y = household will be affected by the lower benefit cap at 23k N = household is unlikely to be affected by the lower benefit cap
benefitcap_23k_amount	Weekly reduction to Housing Benefit due to the lower benefit cap.
benefitcap_23k_receivingESA	Y = affected by the lower benefit cap and in receipt of ESA (could potentially be exempt if in Support Group) N = not affected by the lower benefit cap
benefitcap23k_carer	Y = household identified as affected by the lower benefit cap, but in receipt of carer's allowance N = not affected by the benefit cap and receiving carer's allowance
taxcredits_2children	Y = household would not receive additional tax credit support if it were to have another

	child after April 2016 N = not at risk
2017 REFORMS	
yp18to21_housingatrisk	Y = young person at risk of losing automatic entitlement to Housing Benefit N = not applicable
yp18to21_earnorlearn	Y = the household has a young person who will be expected to 'earn or learn' if making a claim for Universal Credit N = not applicable
paytostay	Y = living in social housing with household earnings above £30,000 per year N = not affected by 'pay to stay'
2018 REFORMS	
LHA_lower_than_socialrent	Y = this social-rented property has a higher rent than the applicable LHA rate. N = not affected by the LHA cap for social households.
socialrent_LHAshortfall	Total weekly shortfall between the rent and the LHA rate of social properties.
UNIVERSAL CREDIT	
nondep_uc	Higher = household will have a higher non-dependant deduction under UC Lower = household will have a lower non-dependant deduction under UC N/A = household has no non-dependant deductions, or does not claim housing support
uc_inworkconditionality	Y = subject to in-work conditionality under Universal Credit N = not subject to in-work conditionality
uc_minimumincomefloor	Y = self-employed and earning below the National Minimum Wage, likely to be affected by the Minimum Income Floor under Universal Credit N = not affected by the Minimum Income Floor
uc_needsprotection	Y = will need transitional protection to be no worse off under Universal Credit N = will be better off, or see no change, under Universal Credit
Uc_needsprotection_amount	Weekly amount of transitional protection that this household will need under Universal Credit
IMPACT	
incomereduction_2015	Total weekly income reduction in 2015 due to the under-occupation charge, the benefit cap, the LHA cap, and localised council tax support.
impact_2015	Score for the cumulative impact of welfare reform in 2015.

	No impact = not affected by welfare reform Low = fall in income is below £15 per week Medium = fall in income is between £15 and £30 per week High = fall in income is above £30 per week
incomereduction_2016	Total weekly income reduction in 2016 due to the under-occupation charge, the lower benefit cap, the LHA cap, localised council tax support, the increase in the withdrawal rate of Working Tax Credits, and the reduction of the income threshold for tax credits.
impact_2016	Score for the cumulative impact of welfare reform in 2016. No impact = not affected by welfare reform Low = fall in income is below £15 per week Medium = fall in income is between £15 and £30 per week High = fall in income is above £30 per week
BARRIERS TO WORK	
barrierscore_disability	1 = if in receipt of a disability-related benefit at the lower or middle rate 2 = if in receipt of a disability-related benefit at the highest rate.
barrierscore_carer	2 = if in receipt of the Carer Premium
barrierscore_loneparentor2earner	1 = if a lone parent or second earner, more likely to need childcare
barrierscore_youngchildren	1 = if there is a child under 5 in the household, more likely need childcare
barriers_to_work	Score for barriers to work, summing the preceding three variables. Low = a total score of 0 Medium = a total score of 1 High = a total score of 2 or more
OTHER SUPPORT	
dhp_received	Y = household received a DHP in the last year N = no DHP award
section17_received	Y = household received a Section 17 payment in the last year N = no Section 17 award
supportfund_received	Y = household received a Support Fund payment in the last two years N = no Support Fund award
troubled_family	Y = household is in the Troubled Families records N = not in Troubled Families records
socialcare_received	Y = household received a social care intervention N = no social care intervention



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Impact of Welfare Reform

Developing an effective local response

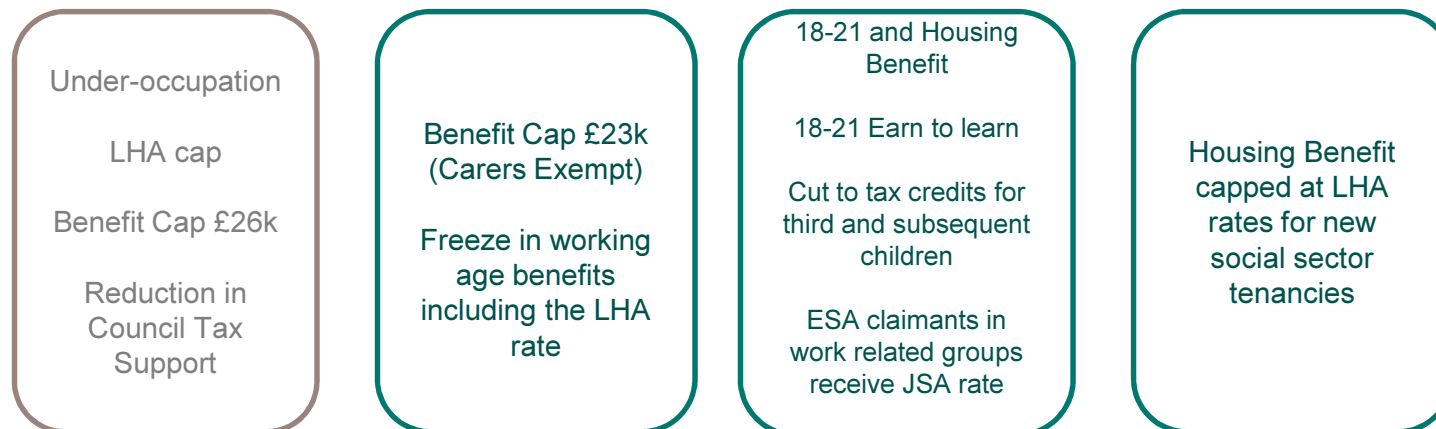
HaringeyStat - June 2016

Why is this a focus?

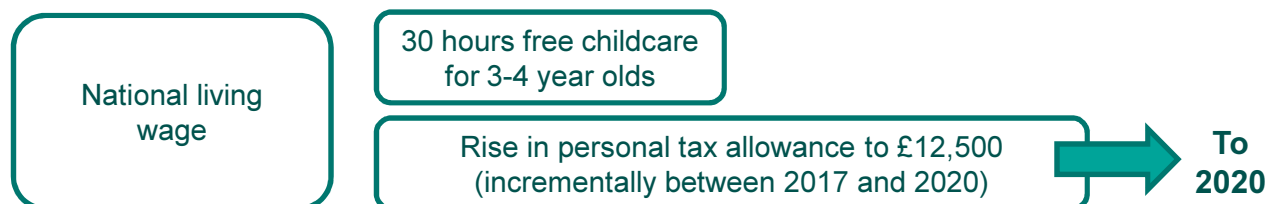
Haringey households are being affected by the cumulative impact of welfare reform

3

Changes:



Mitigation:



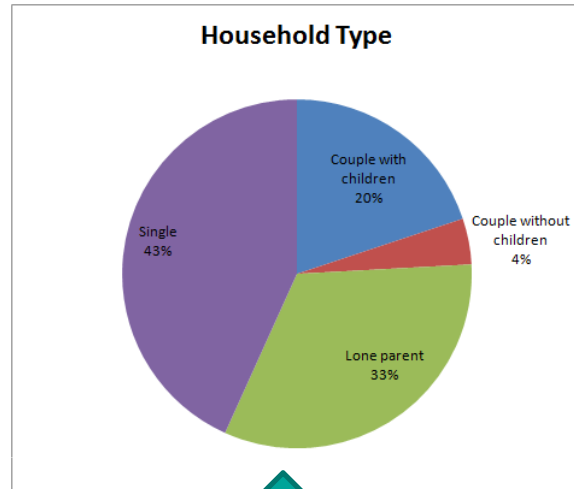
22,696 households are affected – 20% of Haringey Households

4

These losses are to be transitionally protected

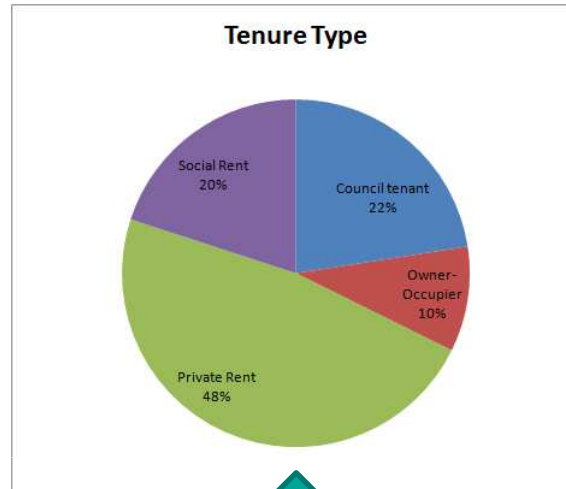
	Up to 2015	2016	2017	2018	Universal Credit effect
Numbers affected (negatively)	17,142	2,007	513	1,152	9,751
Newly affected (negatively)	17,142	460	173	686	4,397
Average Weekly Amount (not cumulative)	£25.04	£76.67	Unknown	£38.64	£65.60
Main Group Affected	Privately Rented	Lone Parents	Single/ Private Rent	Singles	Private Rent

Some households are disproportionately affected by Welfare Reform



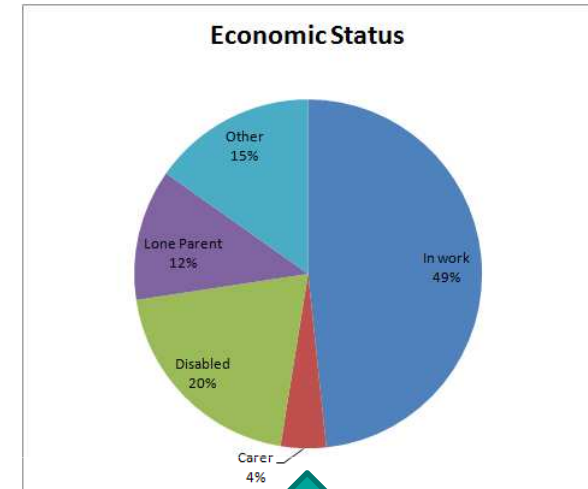
LONE PARENTS
are over-
represented

Covers around half of Lone Parent households in the borough



PRIVATE RENTED sector
are over-
represented

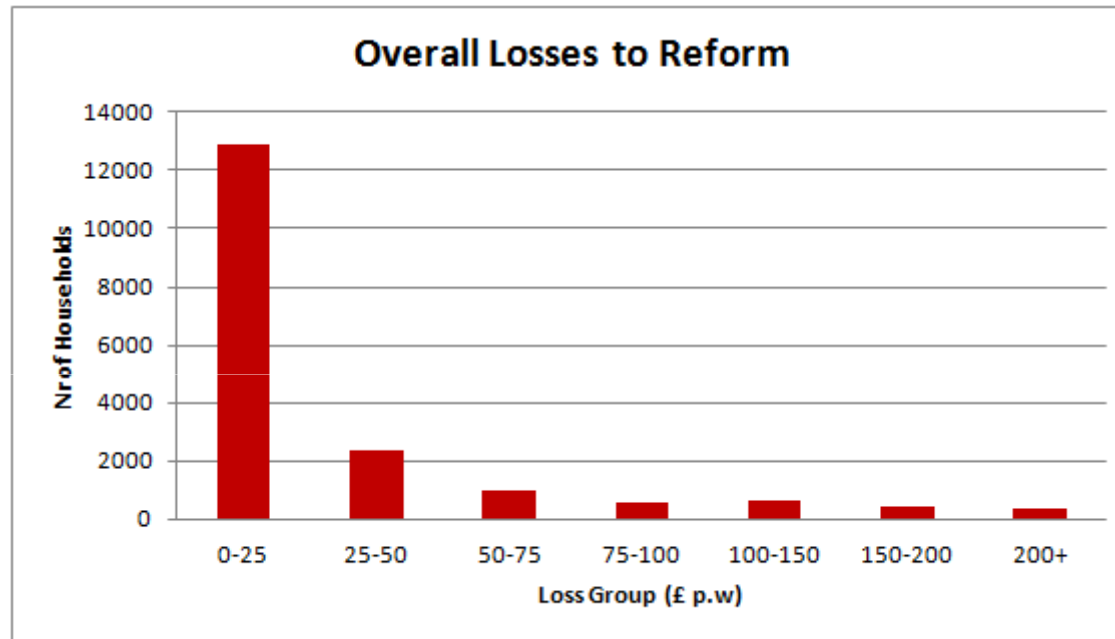
Covers around a third of Haringey's PR households



IN WORK are
over-represented

99% are working
age

Overall, some households face a bigger financial loss from Welfare Reform

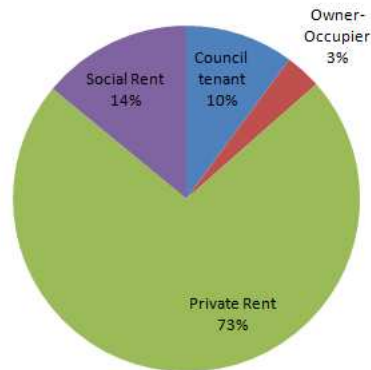


The average loss over all households is **£32.40** per week.

1,421 households will lose more than £100 per week.

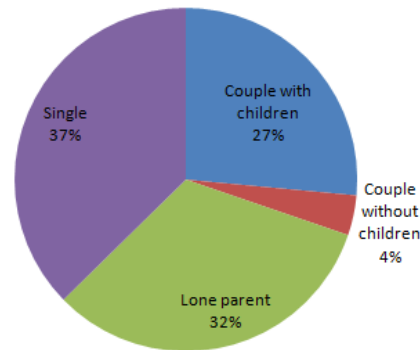
Private Rent and Family Households will lose more

Tenure Types for High Losses (£100+)



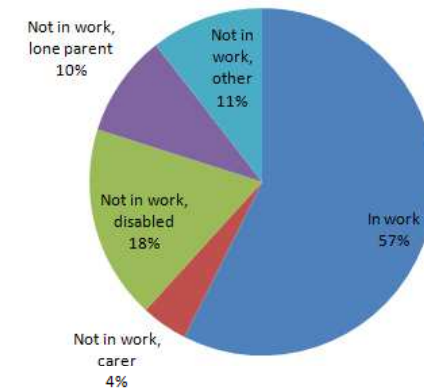
73% of households that will lose over £100 p.w in total are in the Private Rented Sector.

Household Types for High Losses (£100+)



Households with Children are slightly over represented, **59%** of the cohort

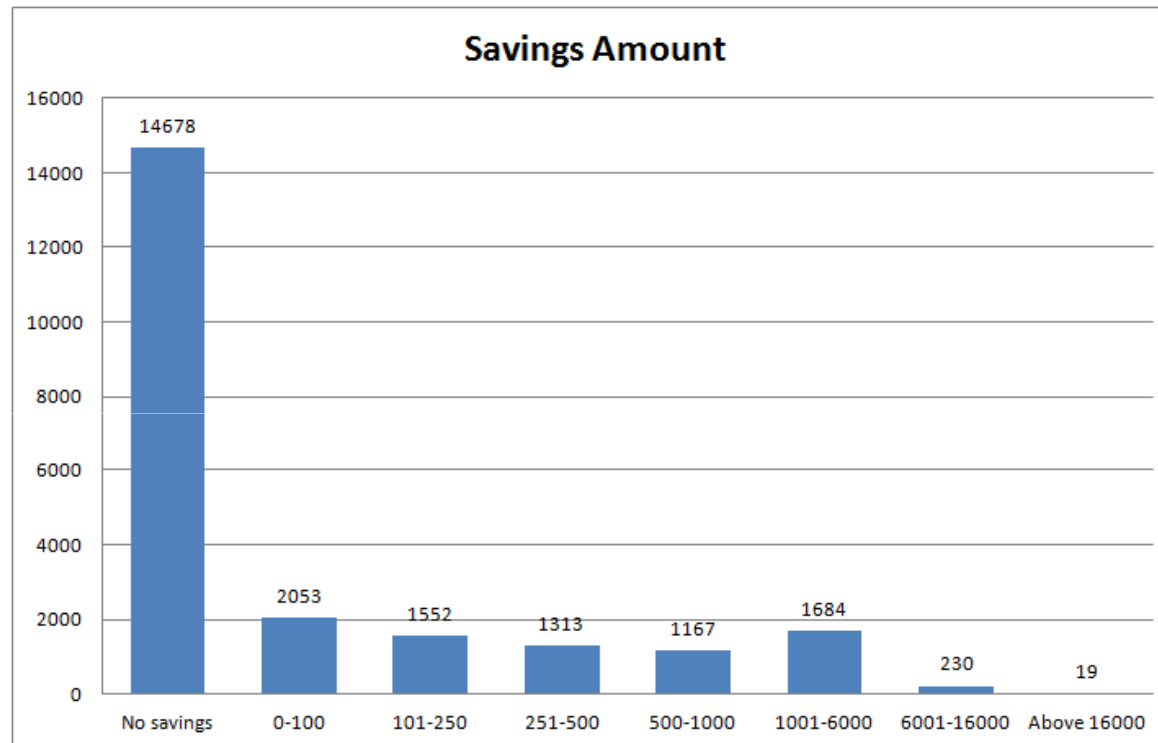
Economic Status for High Losses (£100+)



57% of high loss households are in work, an over representation

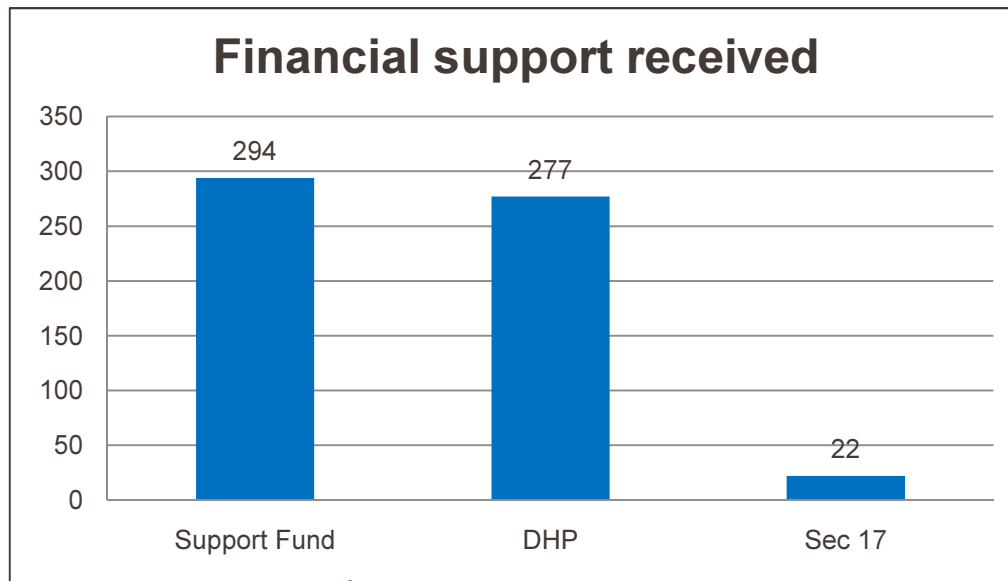
Nearly all households lack the resources to cope with significant falls in household income

8



91.5% of households have less than £1,000 in savings

A small proportion of households are reliant on financial or other support from the Council ⁹



Nearly **600** households received financial support from the council in the past year

6.7% are in temporary accommodation and **1.3%** are potentially in supported housing

1.9% are engaged with adult social care

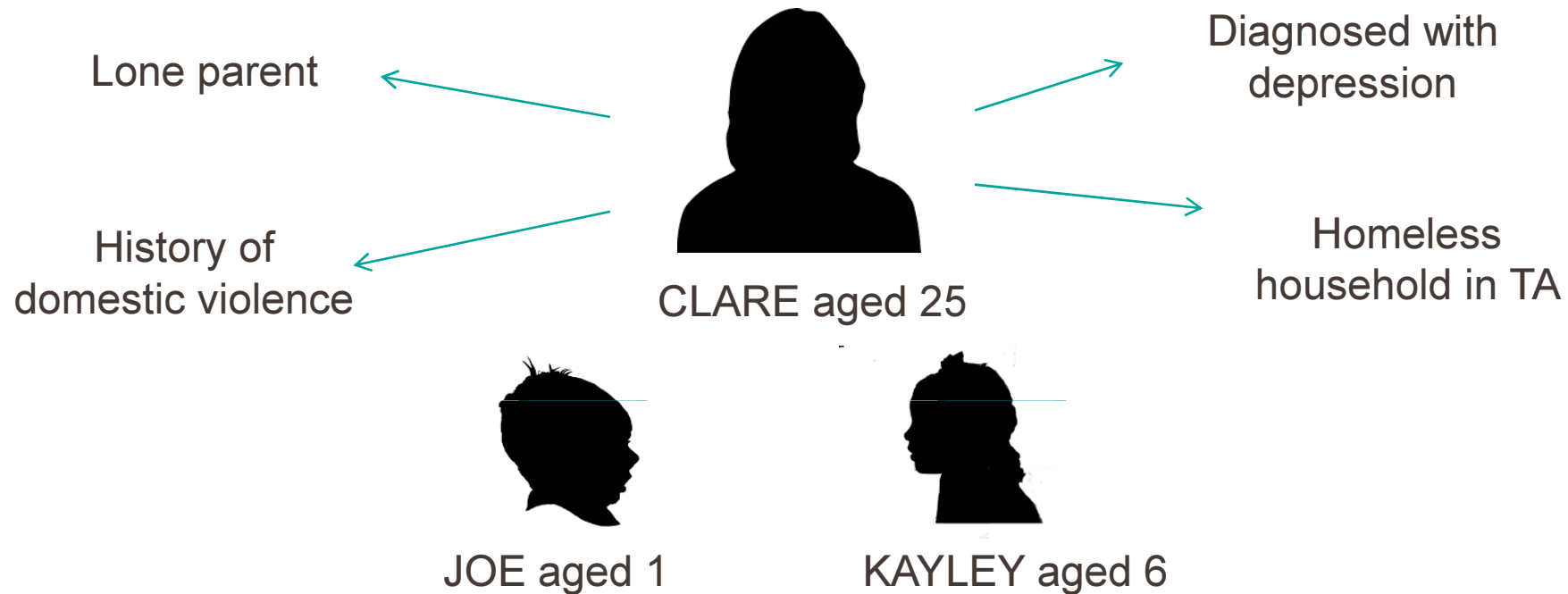
0.7% are currently working with the **Early Help Service**, making up **8.5%** of the service load

In the last 3 years only **3.8%** of this population enrolled in an **Adult Learning Course**, making up **13.6%** of individuals on courses

CASE STUDY:

Clare is a lone parent with 2 children

10

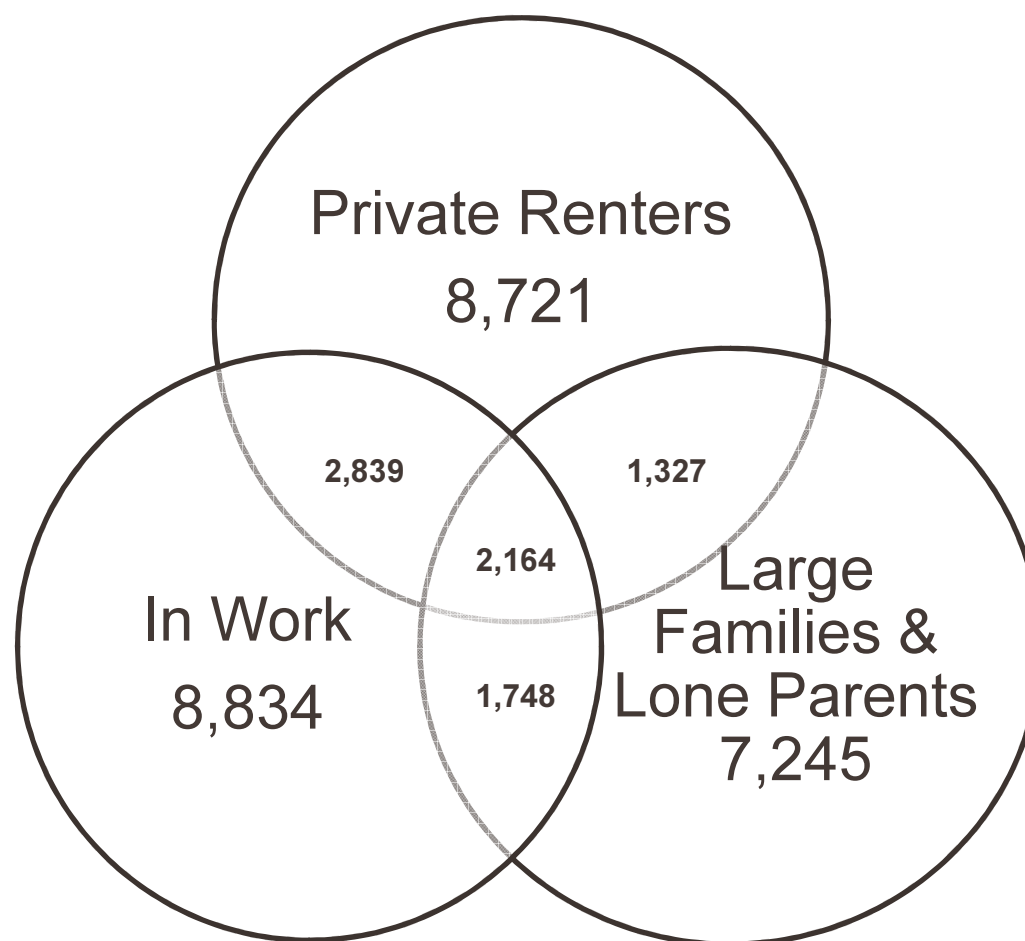


Impact of welfare reform: Affected by benefit cap with shortfall in rent of **£22** a week. With benefit cap extension this will rise to **£80** a week. Currently reliant on Discretionary Housing Payment to avoid rent arrears.

Question 1)

How can we reshape our approach away from crisis support towards enabling households to become more resilient?

Main groups affected

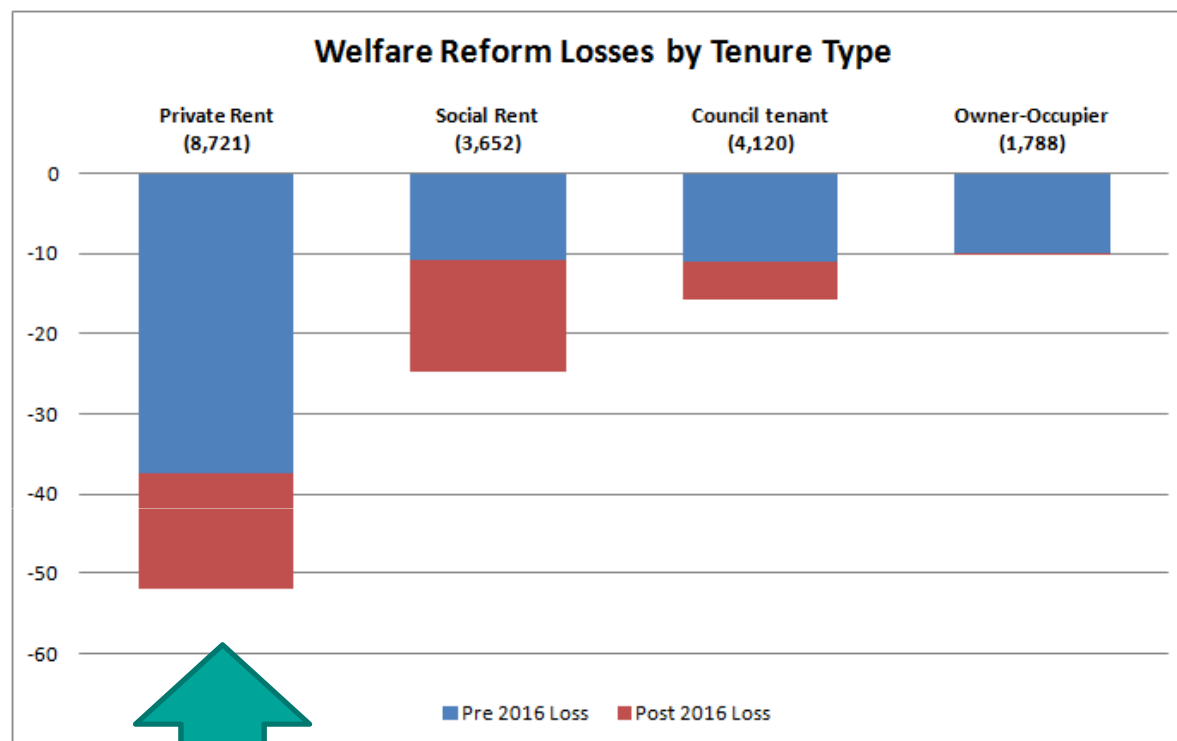


16,722
unique households

91%
of all households affected

Private Rented Households

PRS will lose 187% more than other tenures



Average loss of
£52 per week

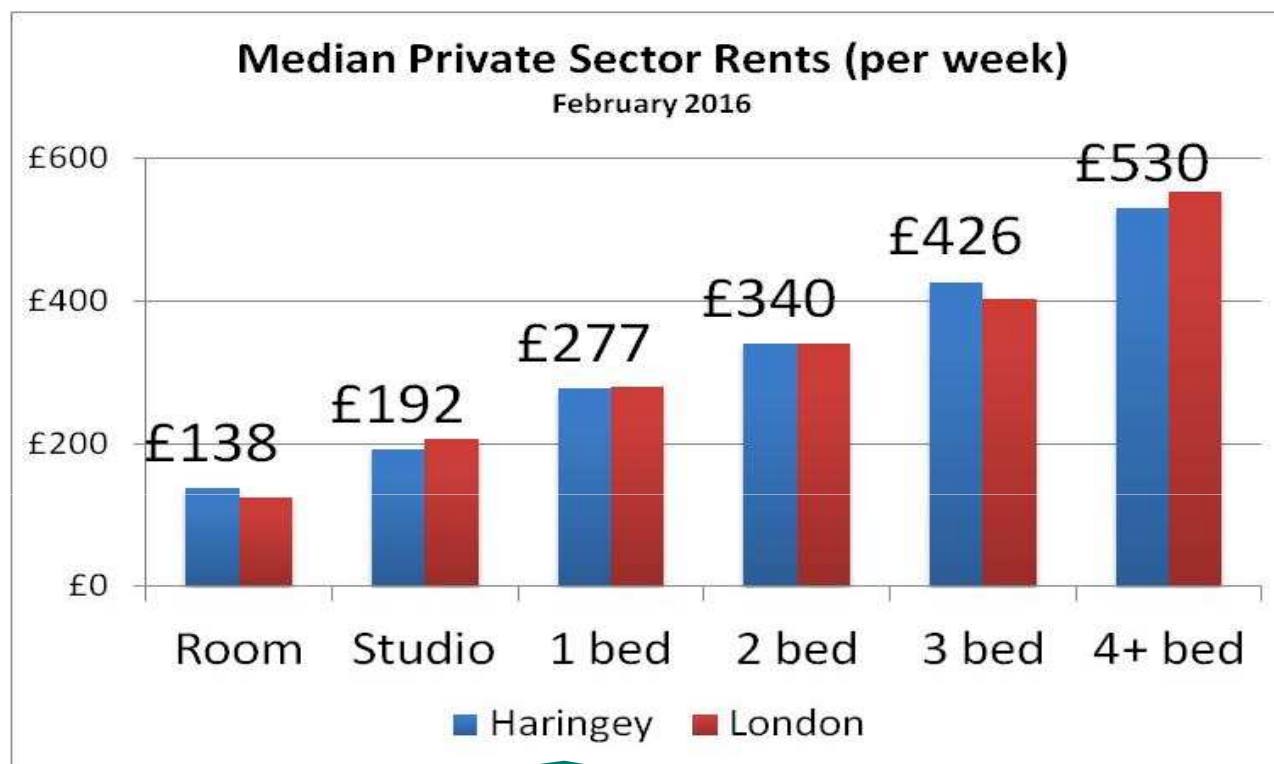
8,413 are already
affected

1,509 are to be
affected post 2016,

308 of these are
new

The PRS is becoming increasingly unaffordable, particularly for those on low incomes

15

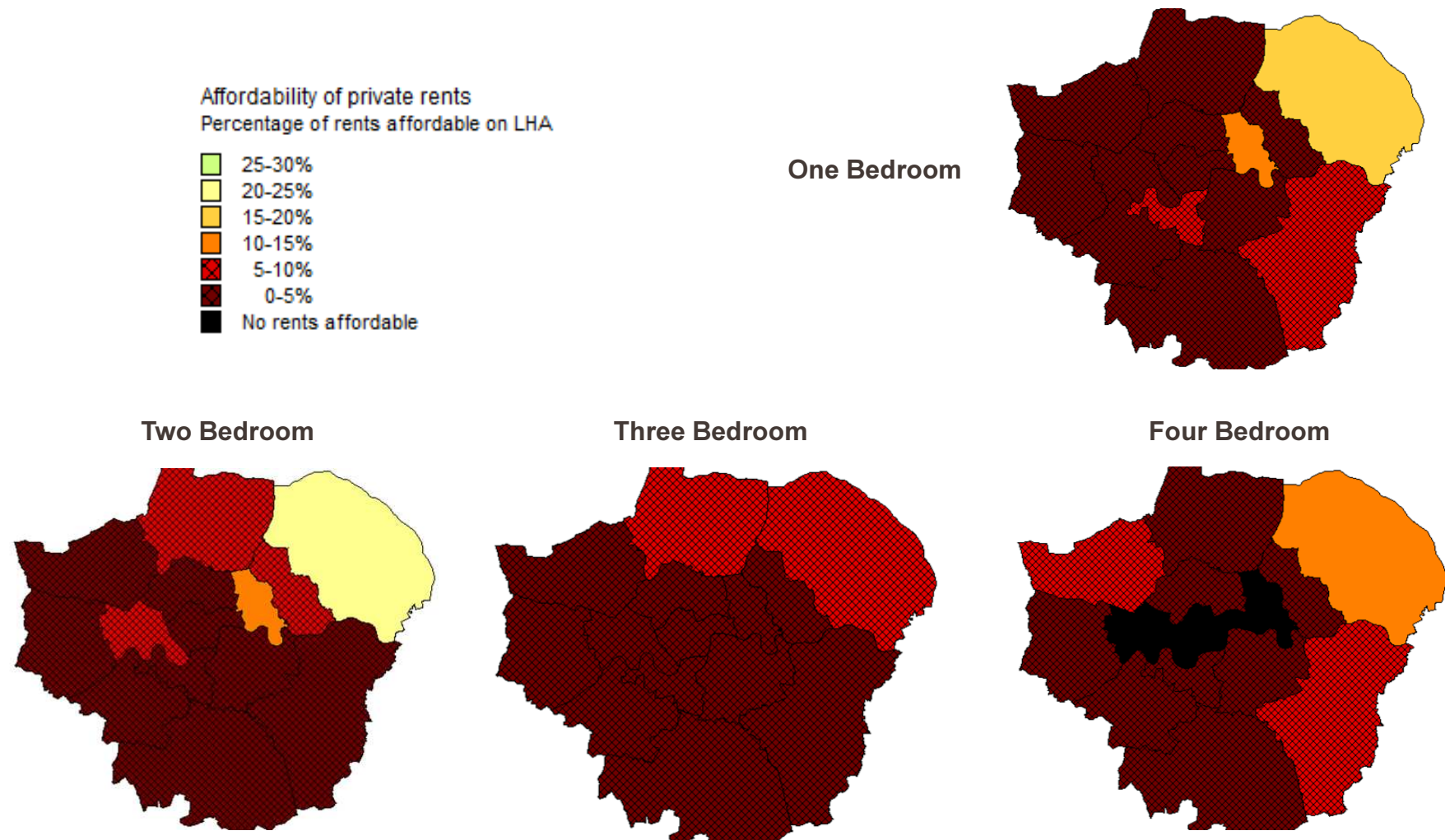


47% of households renting in the private sector are reliant on Housing Benefit to do so

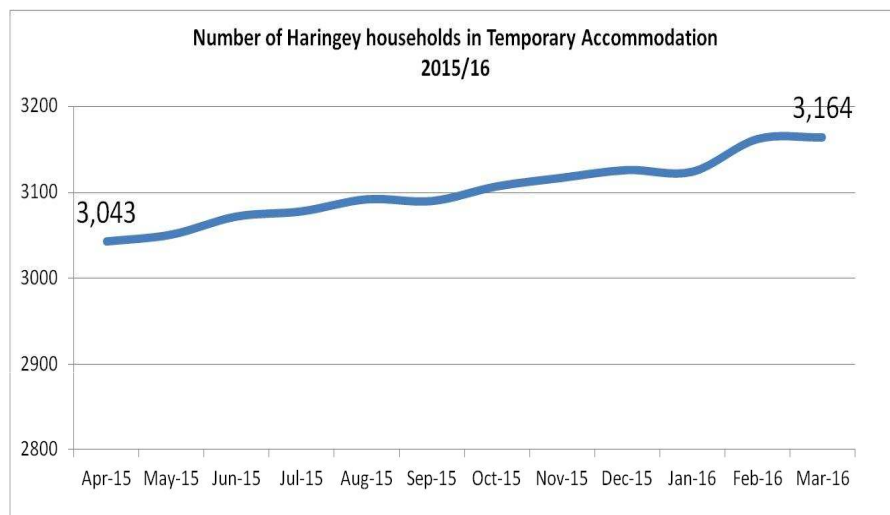
Rents in-line with London average and expected to rise by **4.1% year on year to 2020** whilst LHA is being frozen **for 4 years...**

By 2020 only a small proportion of properties will be affordable to those on benefits

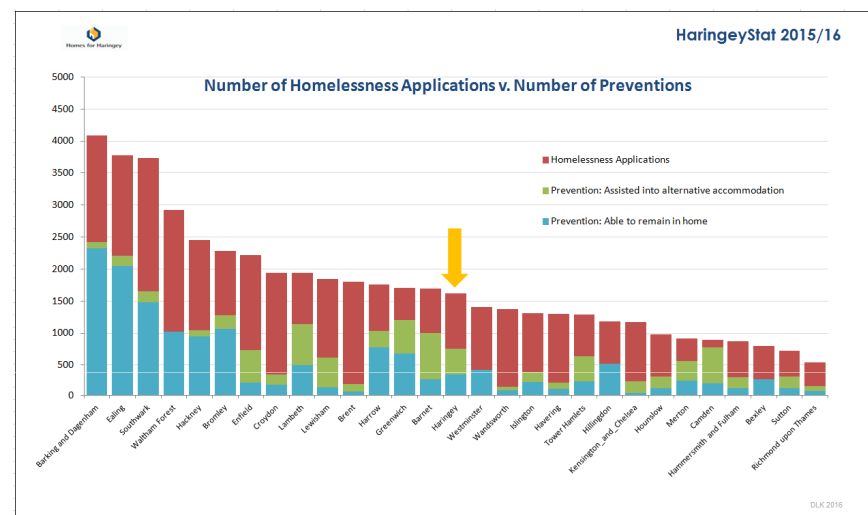
16



48% of the 3164 households in temporary accommodation are affected by welfare reform



Number of households in TA continues to increase
 Net increase of 4% (121 households) in 2015/16

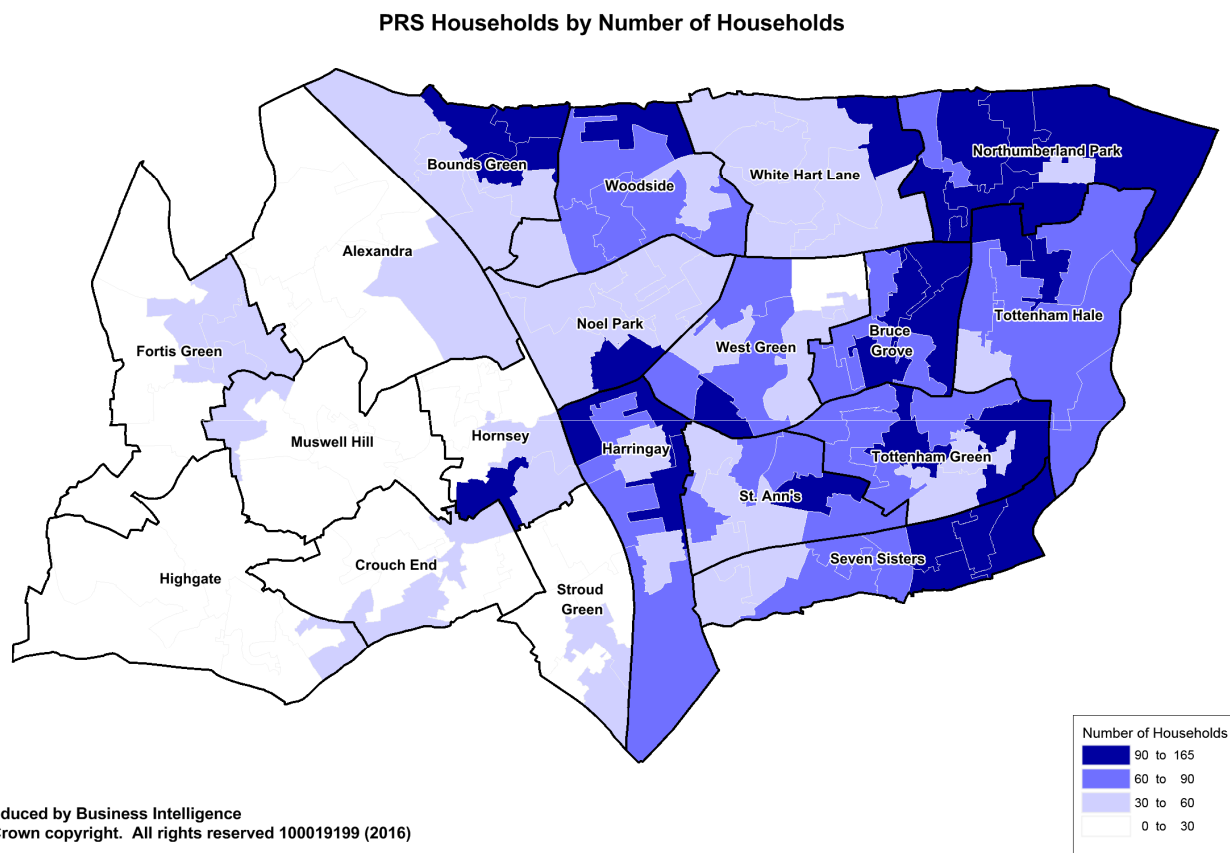


47% of homelessness approaches are prevented in Haringey
 London Upper Quartile = 58%
 e.g. Barnet, Camden

The 8,721 PRS households affected reside mainly in the east of the borough

18

The wards with the most Households are **Northumberland Park** and **Bruce Grove** where there is a high concentration of low income households



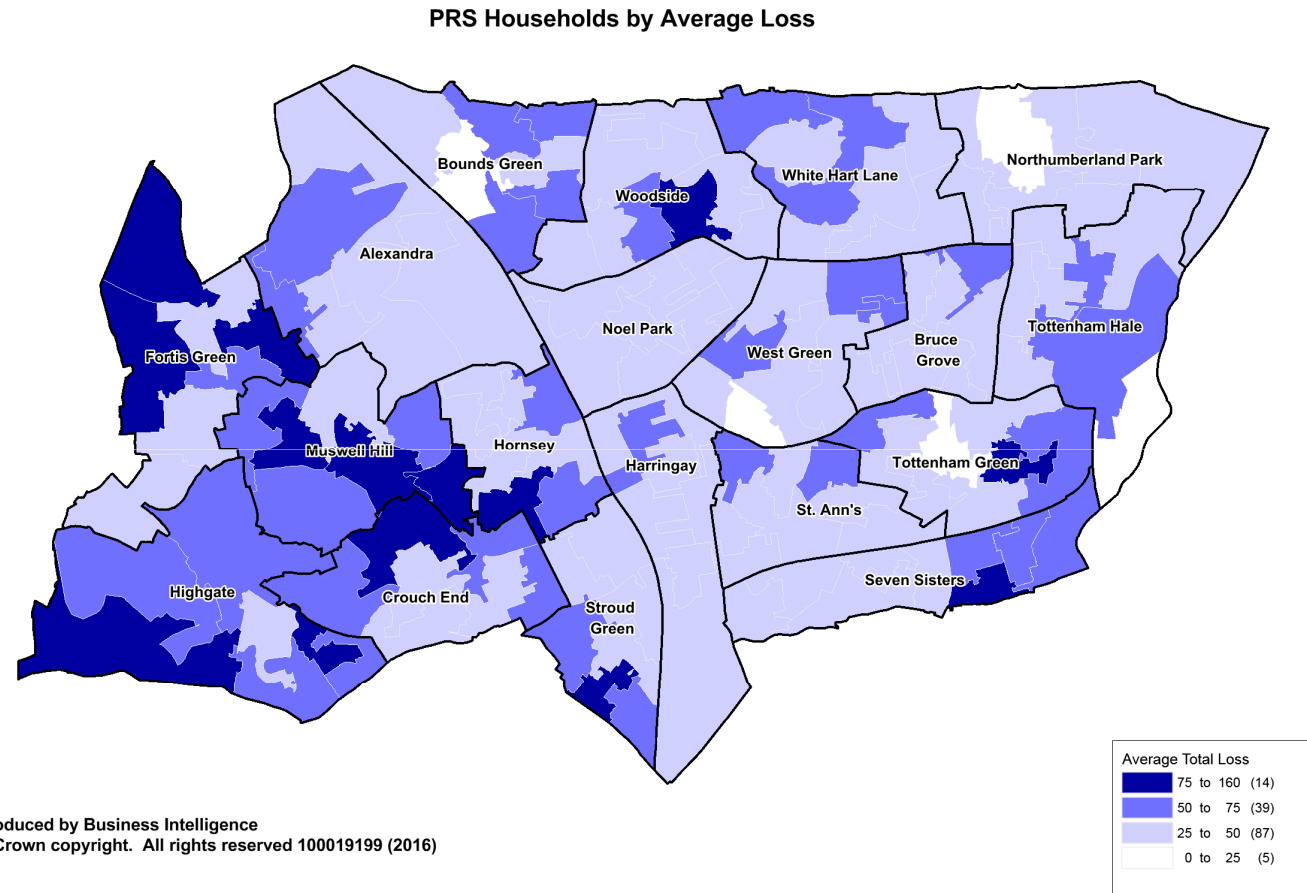
Page 142

There is a higher level of loss in the west of the borough

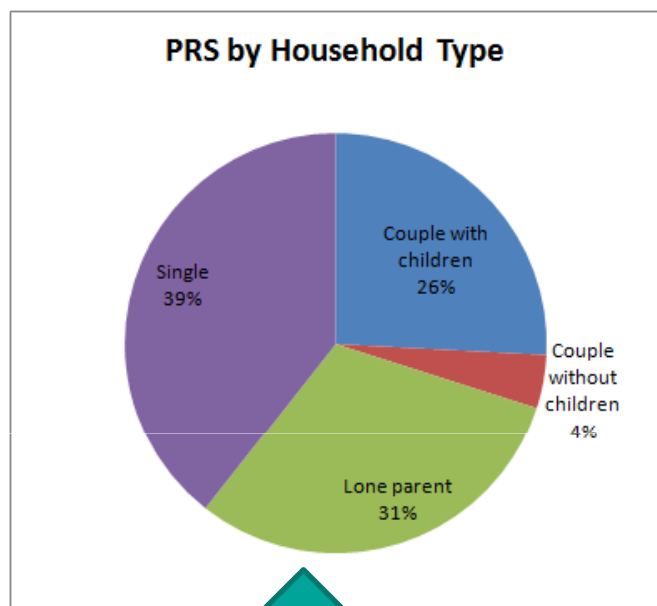
19

Areas of the west with few individuals, however with significant losses.

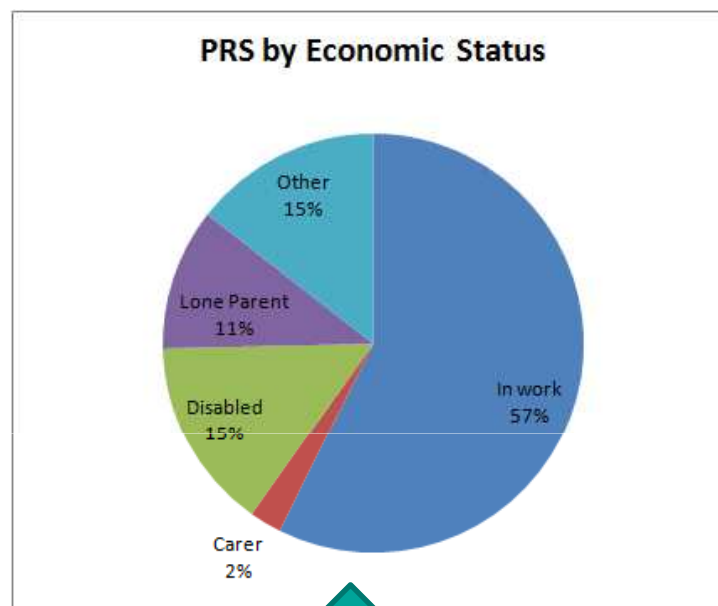
These are mostly singles and in work households who have **higher rent rates**



A majority of those private sector households are families and working households ²⁰



Mostly SINGLE and LONE PARENT households

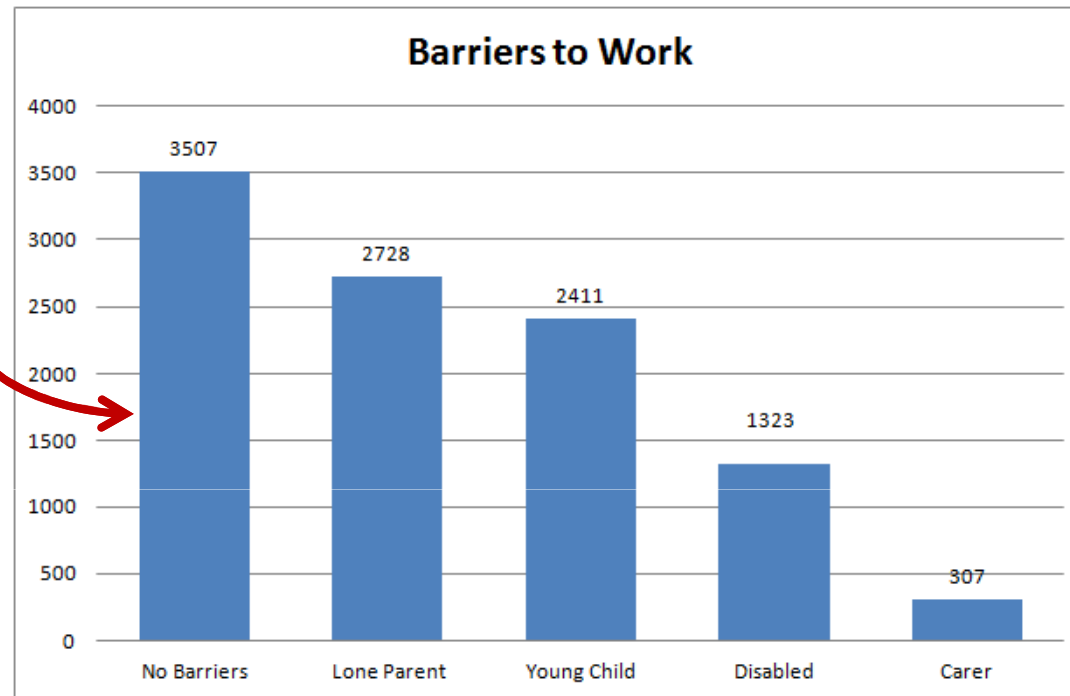


57% are IN WORK but the average earnings are only £94.27 p.w (Haringey median: £439)

Lone Parents see the highest impact, losing an extra **£51.20** per week post 2016, over **3 times** more than the remaining population.

Lone Parent and Young Child are main 'barriers to work'²¹

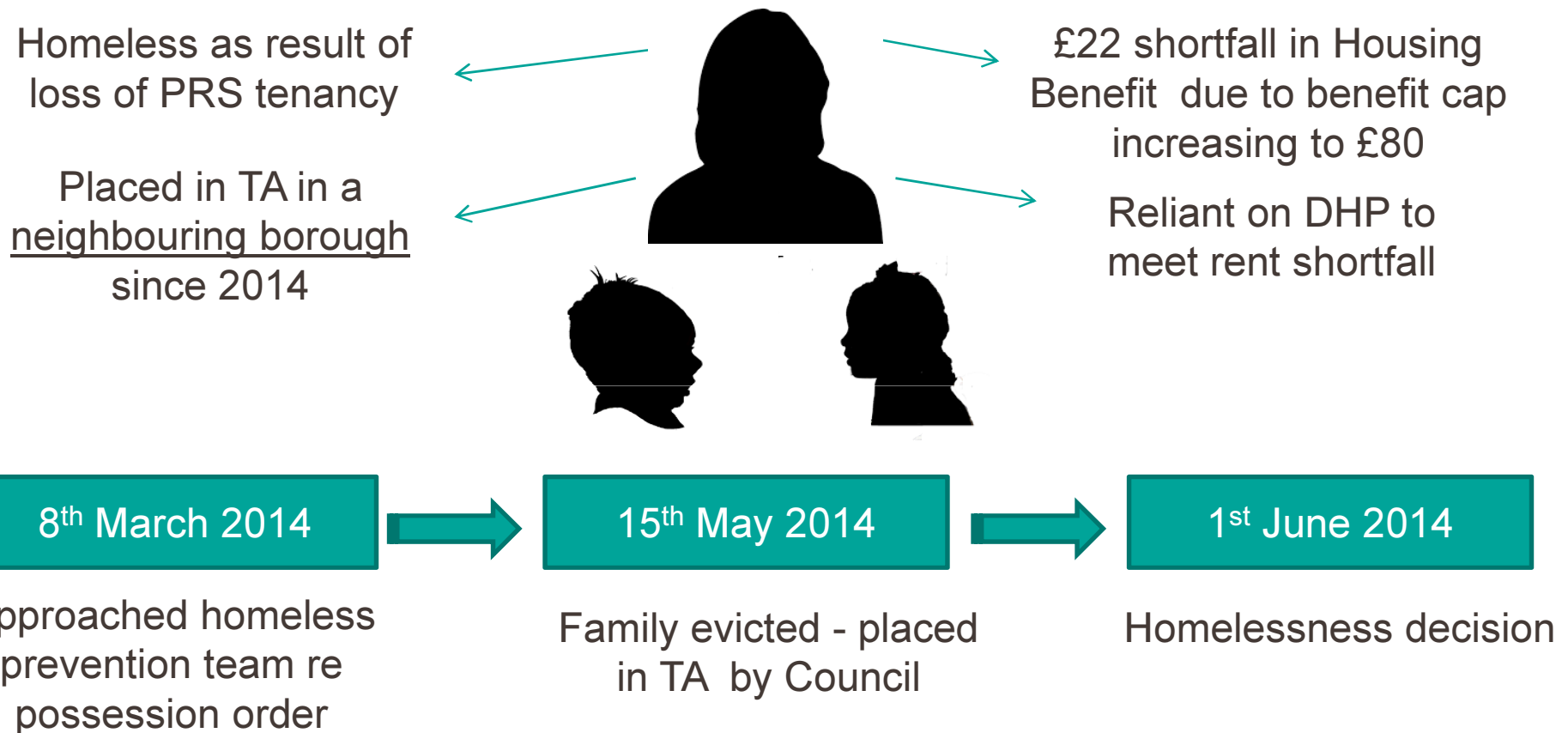
May have other barriers



40% (3,507)
households) have
"NO BARRIERS"

How does welfare reform affect the housing situation of our case study family?

22

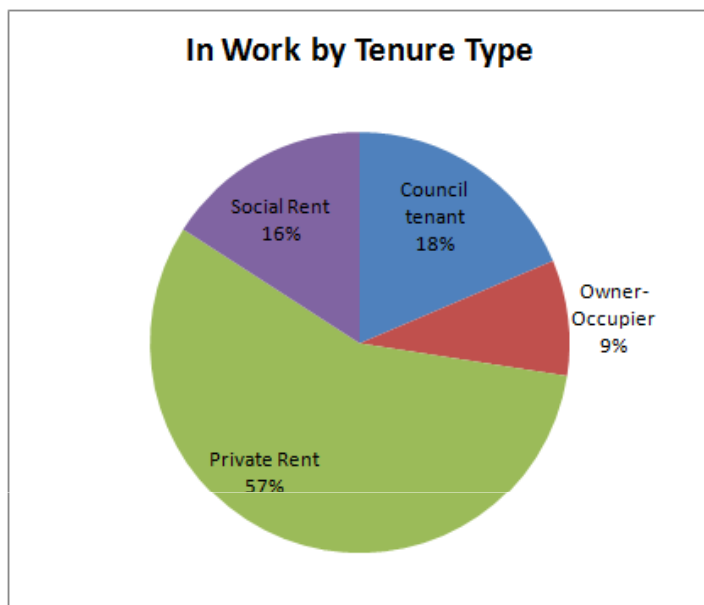


Question 2)

What can we do differently to prevent more households becoming homeless as a result of welfare changes?

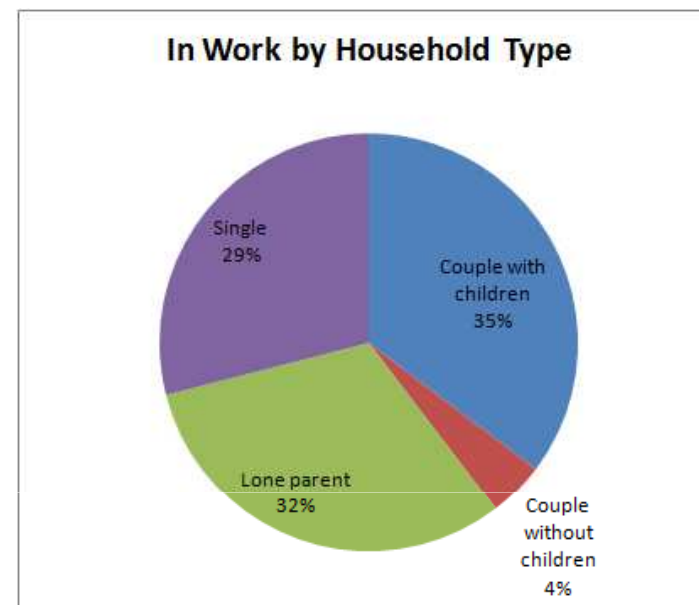
In Work households

In Work households show a further over representation of PRS and Households with Children



Privately Rented is significantly over-represented with **57%** of population.

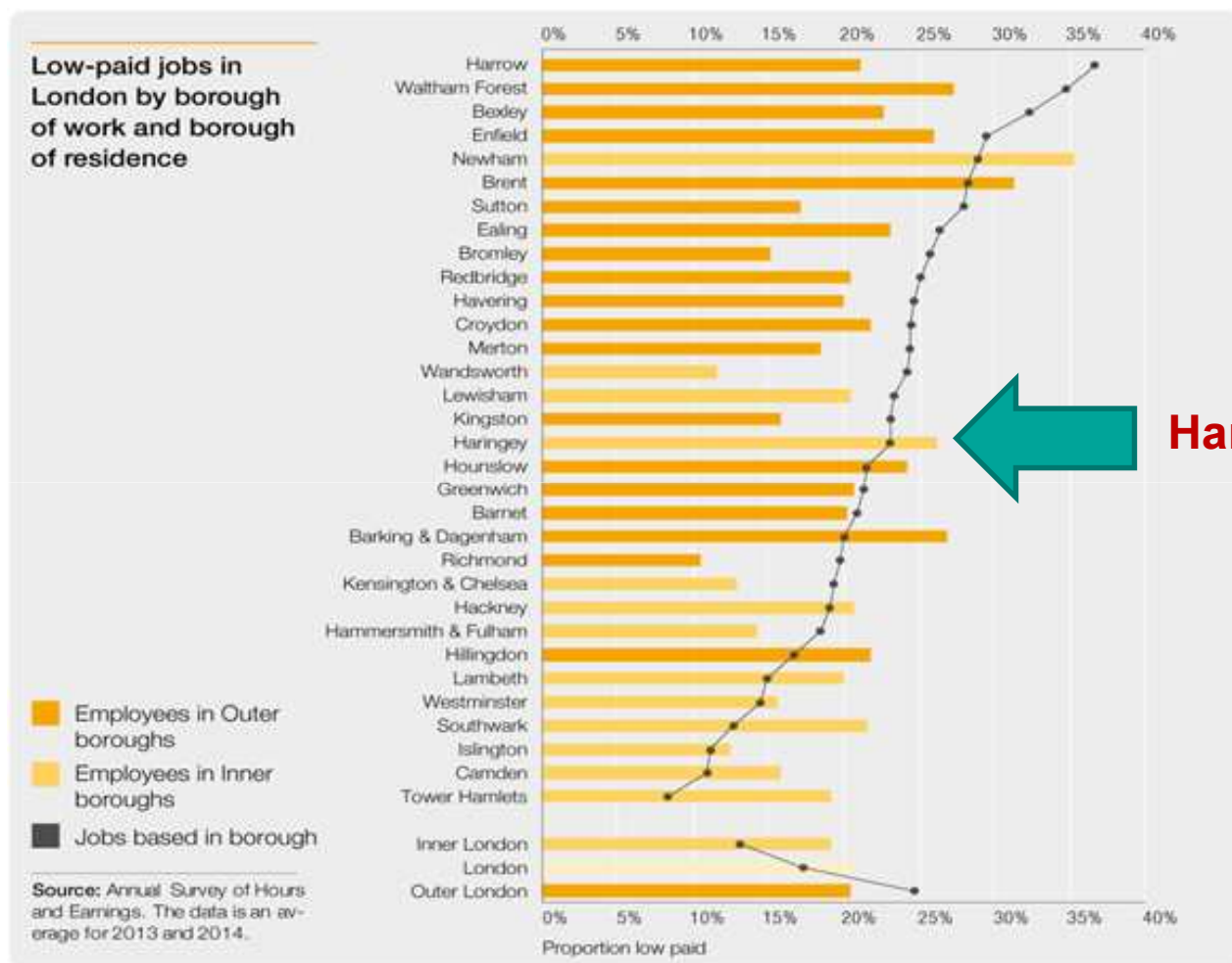
These households lost the most pre 2016 and will lose more going forward.



67% of in work affected households have children

These households will lose **£1.20** more per week on average overall

Haringey has one of the highest proportions of low²⁶ paid workers in London

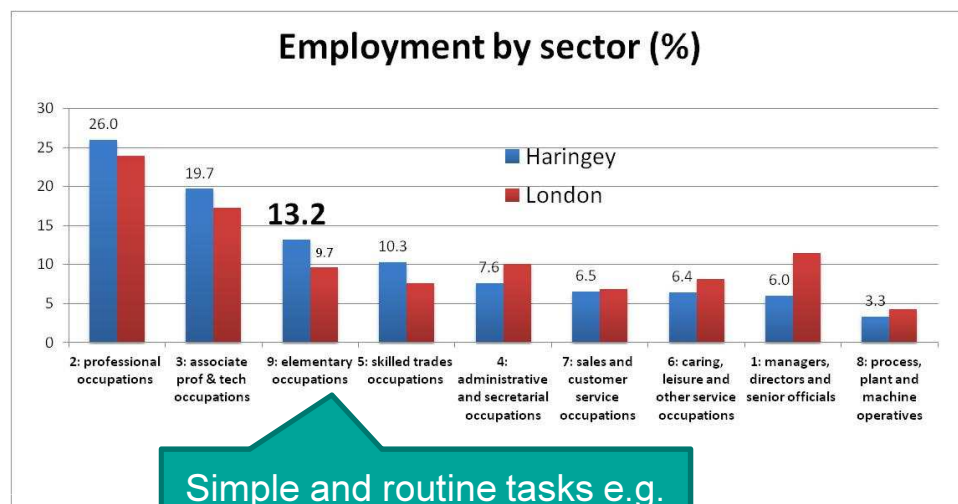


34% (3,033) of the in work households affected earn below national minimum wage

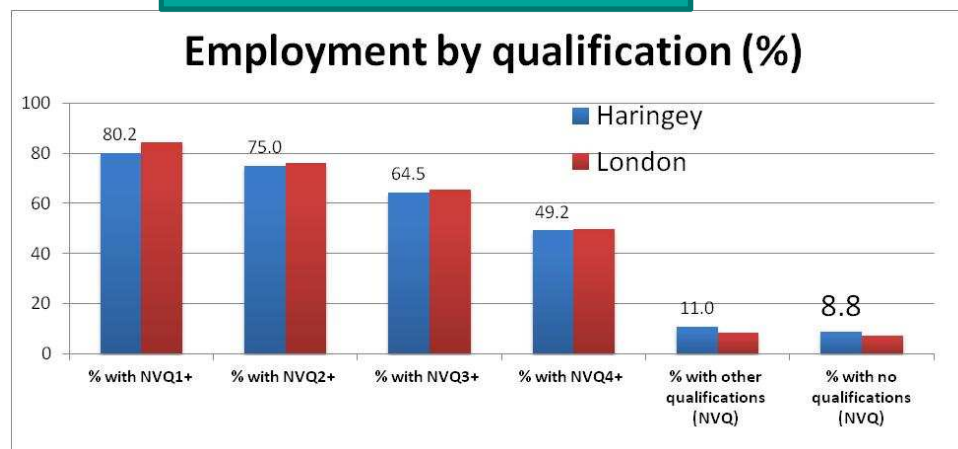
Haringey (26%)

Average earnings are **£153.35**, well below Haringey median of **£439**

A high proportion of Haringey's in work population are in elementary occupations ²⁷



Simple and routine tasks e.g. labouring and cleaning

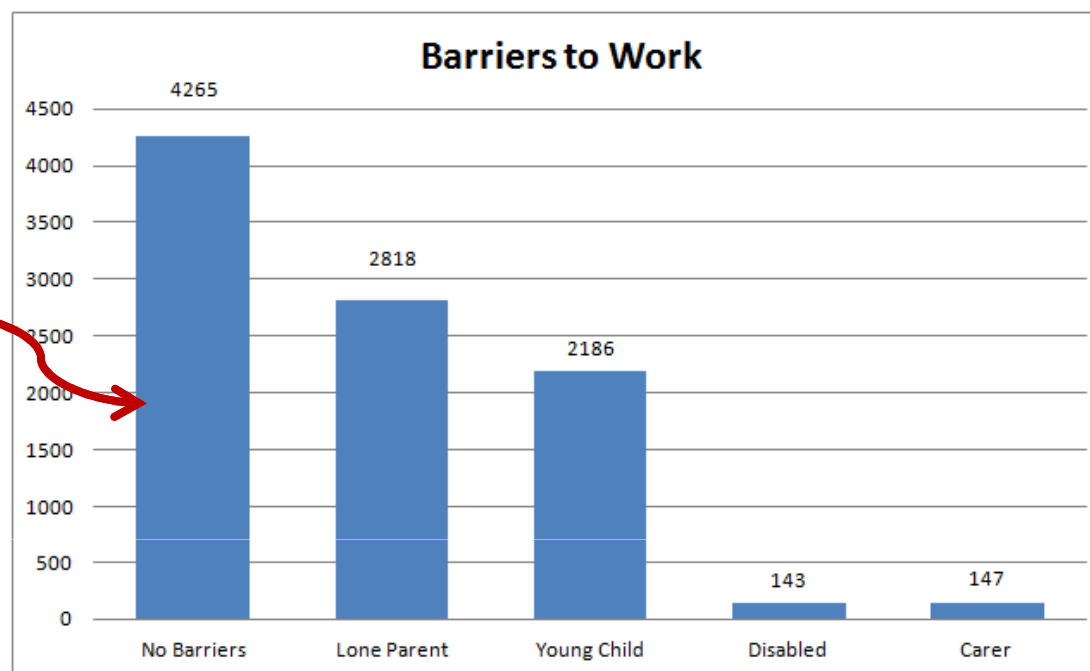


The proportion of individuals in elementary occupations is **3.5%** higher than London as a comparison

Haringey also has a higher proportion of people with few to no qualifications compared to London

Barriers to work

May have
other
barriers



**23% of the
working
population
in Haringey
are in Part
Time
occupation**

48.3% of in work households affected have no barriers to work and so could earn more if only working limited hours, however there may be other barriers not recorded here

The majority of remaining households have children as a barrier to further work.

Our case study family also has a history of low paid employment

29



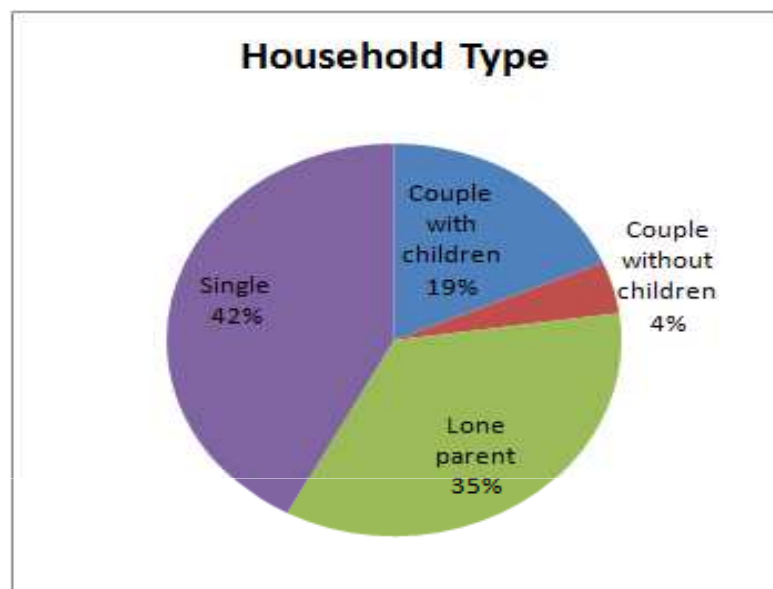
Impact of welfare reform: To gain exemption from the benefit cap Clare must be working at least 16 hours a week.

Question 3)

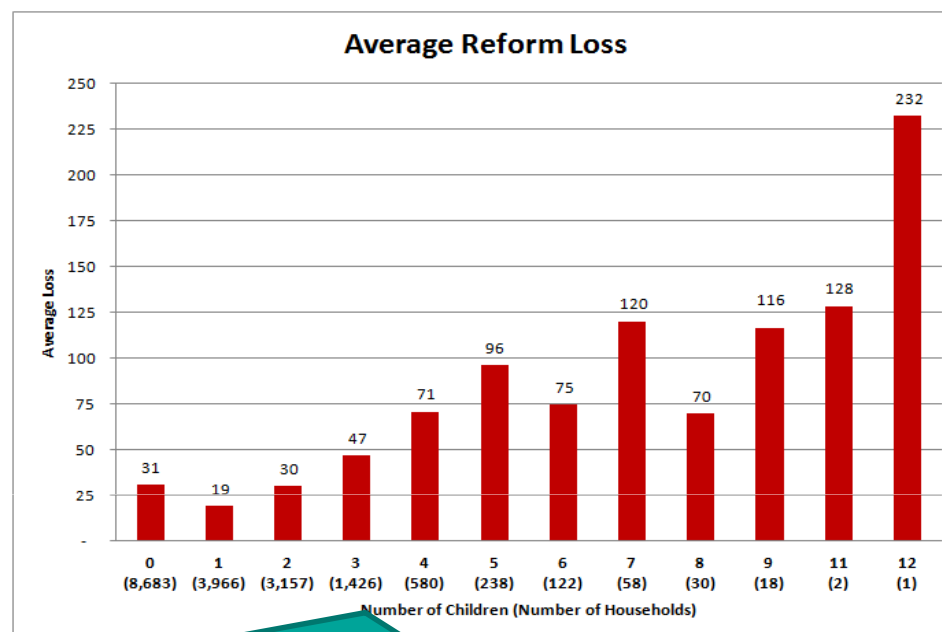
**How can we restructure our interventions
to address the impact of low paid,
insecure work?**

Large families & Lone Parents

Large Families and Lone Parents are particularly affected by Reforms



Lone parents make up a large volume of households facing losses, with **7,245** households affected..



Large families will lose more to reforms as these families require more expensive accommodation and higher child benefit payments often bring them over the benefit cap amount.

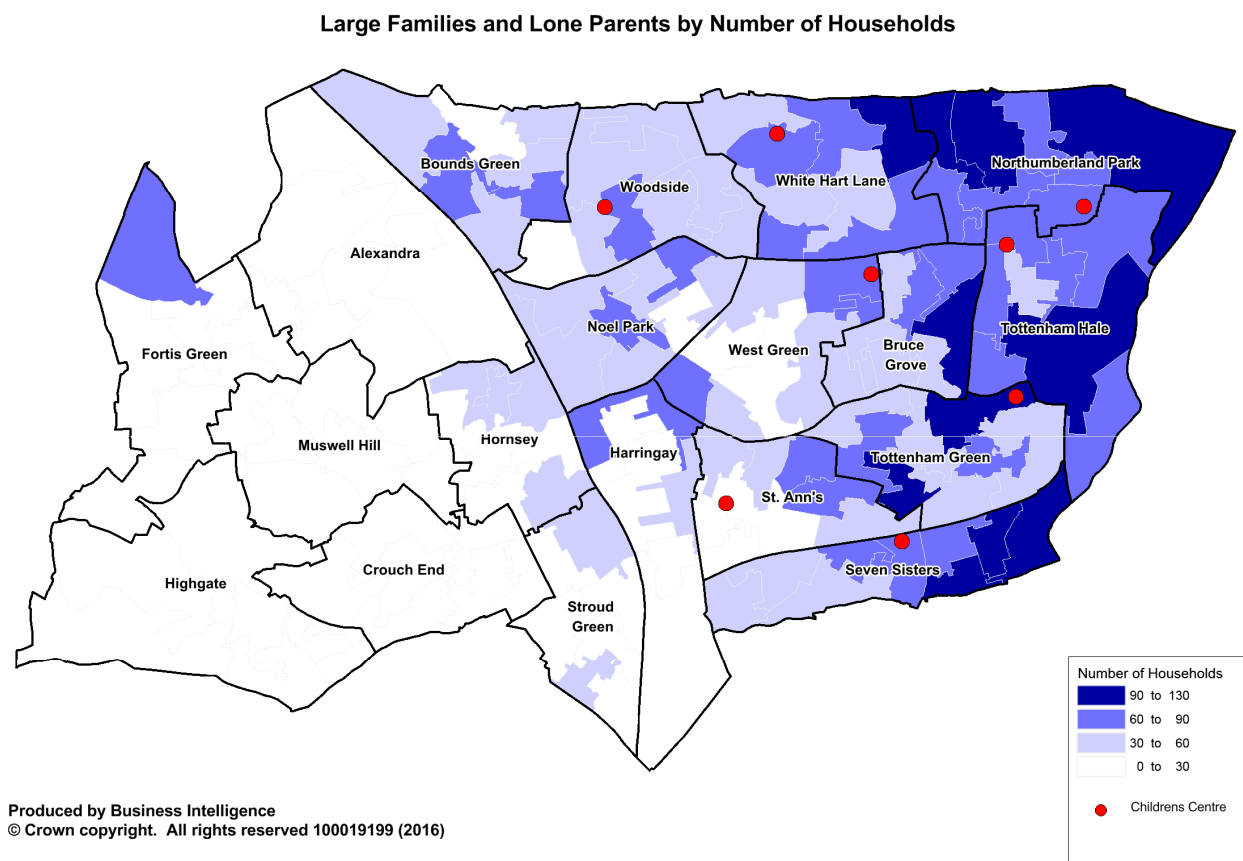
7,245 Large Family or Lone parent households affected, mostly in the east of the borough

33

Large concentration of households in the east of the borough.

The wards with the most Households are Northumberland Park, Tottenham Hale and Seven Sisters

Children's centres are focused in the East of the borough, with one floating team in the West.



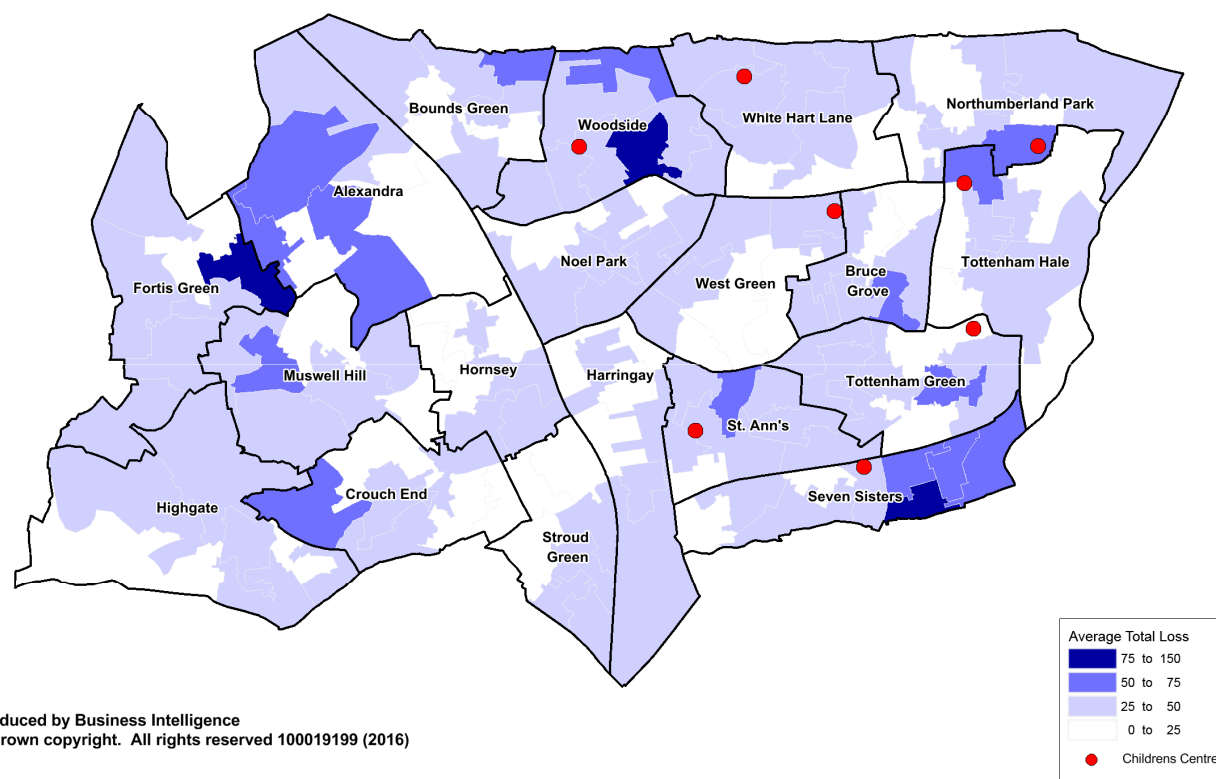
High loss households are distributed across the borough

Households facing high losses are dispersed across the borough.

Largest concentrations of highest average loss in Fortis Green, Alexandra and Seven Sisters

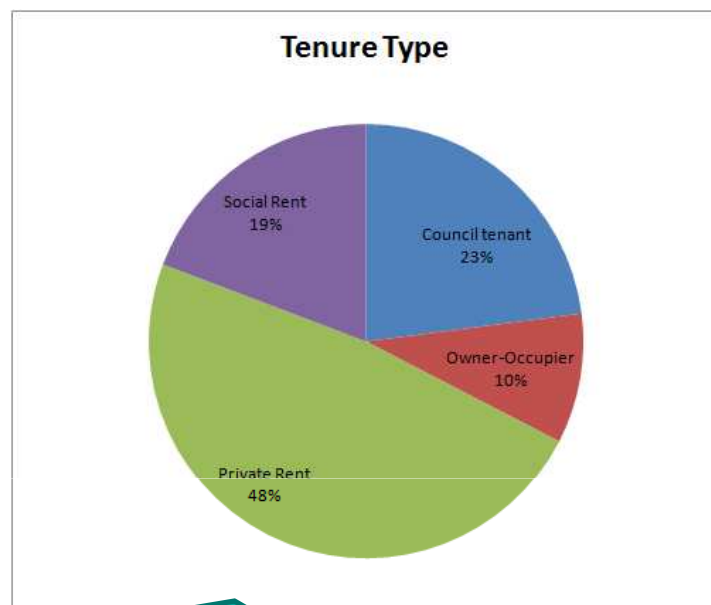
These are generally households with more children, especially those in Seven Sisters where the majority have over 5 children.

Lone Parents and Large Families by Average Total Loss

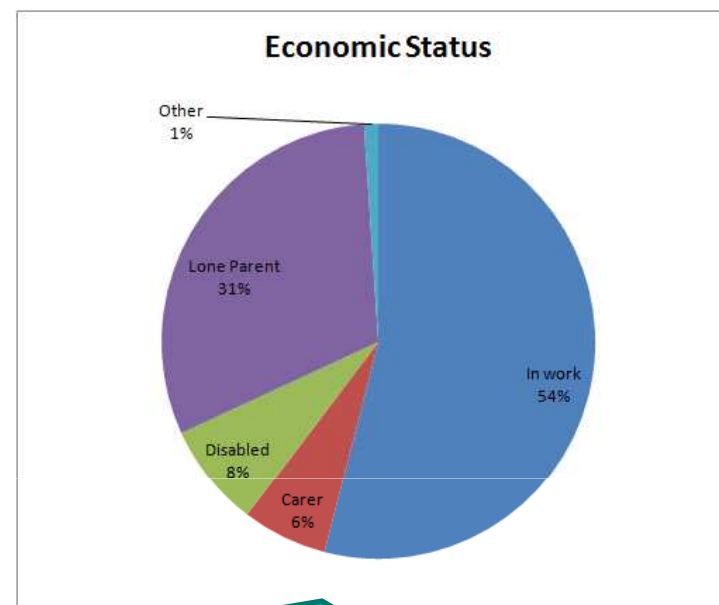


Of families affected, the majority are in work and renting in the Private Sector.

35



Private Rent is even further over-represented and will lose on average **over 3 times** more than other tenure types.

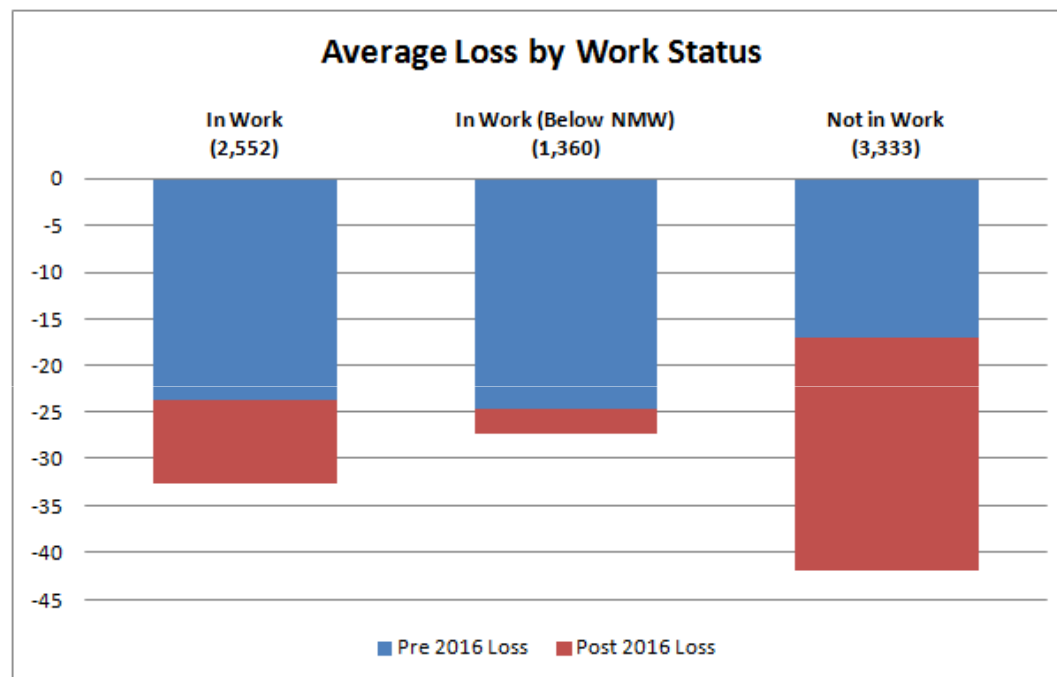


Those in work are the largest sector, accounting for **54%** of the population.

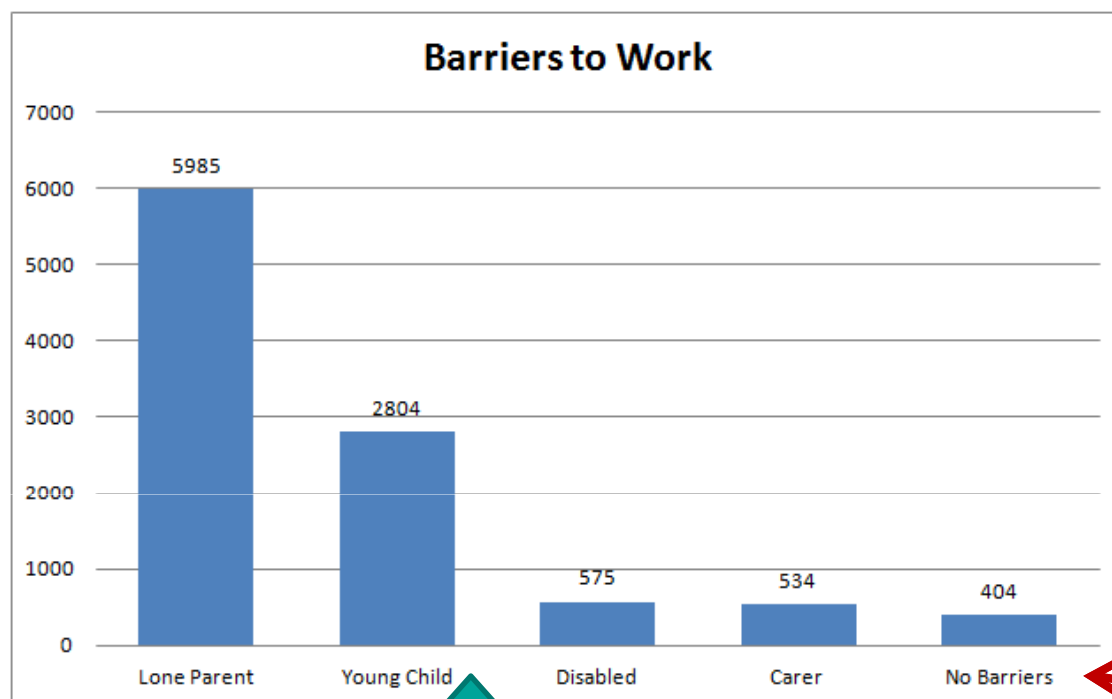
Out of work families will be more affected by 2016 welfare reforms

54% of families affected are in work. **35%** of these earn below NMW

Those not in work will be more significantly affected by the £23k benefit cap in 2016



Childcare is a key barrier to accessing work



94.4% of those families not in work have at least one barrier to work. The most common naturally being lone parents and young children.

Childcare is therefore a key barrier to accessing work to mitigate welfare changes.

May have other barriers

Of households previously capped at £26k of benefits, 55% cited childcare as a barrier to work

Sufficiency of childcare at borough level, but with barriers to access

38

£257

Average weekly cost of a
childminder

£252 weekly income based on
NMW

Provision is **not**
necessarily in the areas
or type of provision that
parents say they want.

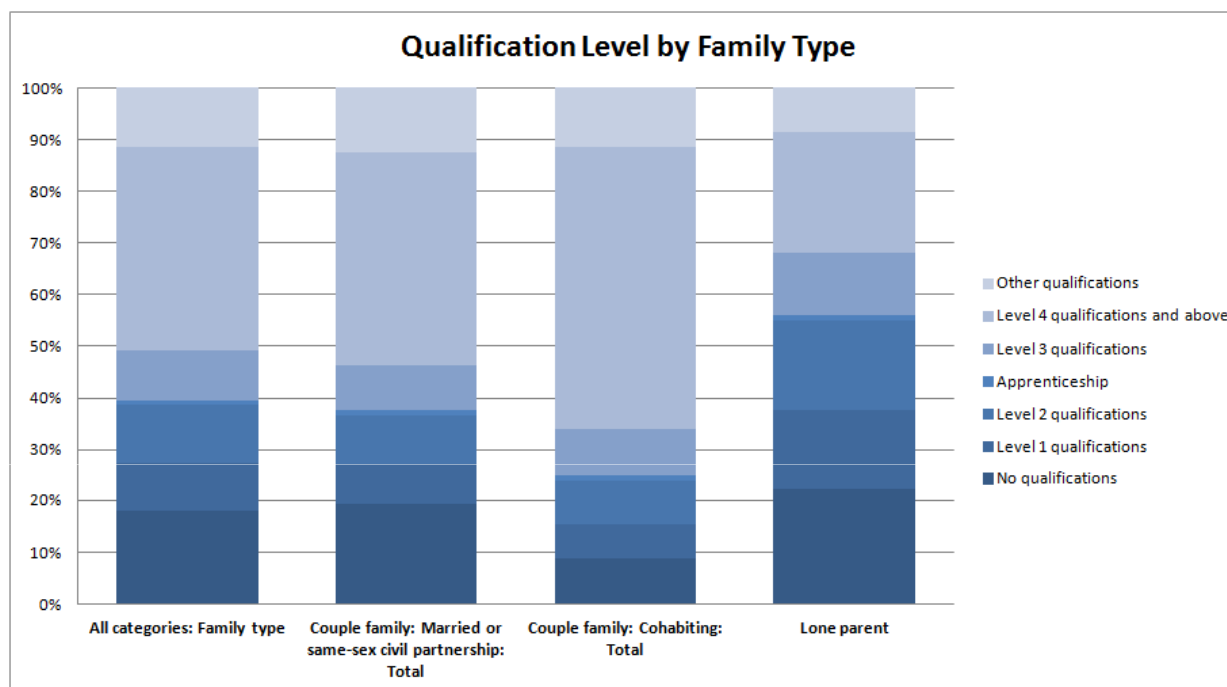
42%

respondents needed additional
childcare

Differences in childcare capacity
between NLCs, and lower penetration
rates are identified in general terms in
South East Tottenham and Wood Green.

Use of family members to provide childcare is relatively high
across all age ranges but particularly for the youngest age
range of children.

A high proportion of lone parent households face further barriers in terms of qualifications



The Lone Parents family type has the highest proportion of individuals with no qualifications. **22%** have no qualifications, and over half have below level 3 qualifications. Haringey is in line with London

Childcare is a significant issue for our case study family

40



Impact of welfare reform: Child Benefit payments take this family over the benefit cap level.

Question 4)

How can we reconfigure our resources to address the barriers to work that families face?

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Report for: Overview and Scrutiny Committee

Title: Corporate Parenting

Report authorised by: Jon Abbey, Director of Children Services

Lead Officer: Neelam Bhardwaja, Assistant Director - Safeguarding and Social Care

Ward(s) affected: N/A

Report for Key/

Non Key Decision: Not applicable

1. Describe the issue under consideration

1.1 To review how the Council performs its corporate parenting responsibilities.

2. Cabinet Member Introduction

2.1 I welcome this scrutiny report into the Council's role as corporate parent. This is a role that all councillors take on when elected. Councillors have a duty to take an interest in the wellbeing and development of the children the local authority looks after, as if they were their own children. The lead member has particular responsibilities, but all councillors are required to act as corporate parents. This function is one of the ways we ensure that all of our children and young people, including our most vulnerable, are taken care of and have the chance to reach their full potential.

2.3 In Haringey, the Corporate Parenting Advisory Committee (CPAC) is responsible for the Council's role as corporate parent for children and young people in care. It seeks to ensure that the health, education and access to employment of children in care is maximised, monitors the quality of care provided and also ensures that children leaving care have sustainable arrangements for their future. I look forward to working collaboratively with Overview and Scrutiny Committee in the future to ensure that our approach to corporate parenting is robust and is carried out in the best interests of our looked after children.

3. Recommendations

1. That the report is noted.
2. That the committee considers its effectiveness in holding CPAC to account for the discharge of the corporate parenting function on behalf of the council.
3. That the committee considers opportunities for scrutiny involvement in corporate parenting moving forward.

4. Background information

4.1 The Council has an important duty in making sure that looked after children (LAC) have the same opportunities as other children.

4.2 In October 2003 the Department for education and skills and the Local Government Information Unit (LGIU) published a guide “if this were my child – a councillor’s guide to being a good corporate parent”.

4.3 This guide has been revised jointly by the Local Government Improvement and Development unit and the centre for public scrutiny under the heading of “10 questions to ask if you are scrutinising services for looked after children” (Appendix1).

4.4 In May 2011, the overview and scrutiny committee undertook an extensive review of the council’s corporate parenting function and made a number of recommendations.

4.5 Peter Lewis, the Director of Children Service at the time provided a cabinet report on 4th October 2011 in response to the OSC review of corporate parenting along with an action plan and the recommendation that the cabinet agrees both the report and the action plan.

4.6 The action plan was reviewed and updated in September 2013. The examination of the updated action plan in 2013 in preparation for this report indicates that majority of the actions have been achieved and some are incorporated in current practice, for example, the lead member and the DCS receive weekly report on children missing from care and what actions are being taken to find them and all Haringey’s LAC be provided with a free Haringey Active Pass offering 70% discount for use in Haringey leisure centres, irrespective of where they live. This is indeed the case and a contract is in place with the current provide Fusion.

5. The voice of the child/young person and how this might be strengthened

5.1 The Children & Young People’s Service (CYPS) funds a full time participation officer to work with LAC to increase and to improve their participation in matters that affect them.

5.2 The CYPS supports and encourages activities of “Aspire”, LAC’s council. Every quarter the lead member and senior managers from CYPS meet with representatives of Aspire. The notes of these meetings are captured in the format “you said and we did” (Appendix 3). The issues of concerns that have been responded to have included more help and training with becoming independent, greater input from Homes for Haringey in bidding for tenancies and help with publicising the work of Aspire to LACYP and foster carers. In addition to these regular meetings, the DCS and the Lead Member have also joined the regular meetings of Aspire to interact with a larger membership rather than just the representatives.

5.3 Recently, the CYPS has renewed its contract for “Viewpoint” which is a system used for eliciting YP’s views. Efforts are being made to ensure that a YP has the opportunity to express their views prior to each statutory review if they are either not attending the meeting or do not wish to do so in the meeting. Foster carers are also being encouraged to involve the LACYP being looked after by them in Aspire and using the Viewpoint.

5.4 Last year Aspire with input from a number of young people produced an animated video about what a young people can expect when they come in to care. This was made available both on line and as a DVD and was much appreciated.

5.5 Aspire along with LAC care council from Enfield carried out an inspection of the Barnet family court about young people’s experience of care proceedings. The recommendations made from this “inspection” were accepted by all stakeholders including judges and these have been gradually implemented.

5.6 Aspire along with input from Virtual school has been engaging more LACYP and younger LAC to hear their views by organising outings to amusements parks and the theatre etc.

5.7 There is a well established annual award ceremony to celebrate the educational achievement of LACYP. This provides an opportunity to interact with young people and as well as acknowledging their efforts to also thanks carers and others who contribute to the educational success.

6. Performance Management in relation to LAC YP

6.1 There are national indicators in relation to LACYP. At every quarterly CPAC meeting, performance related information for LACYP is presented, for example, how many LAC have up to date care plans, up to date personal education plans and dental checks etc. For full details please see appendix 2.

6.2 The Head of Service holds a weekly performance meeting to examine LAC related performance and the take remedial action in case of poor performance.

6.3 This information is shared and discussed more widely at the monthly CYPS performance meeting to ensure that all senior managers in the service are aware of the LAC related performance and play an active role towards improvements.

7. Learning from Lessons of Rotherham

7.4 Deputy Chief Executive, Zina Etheridge’s report to this committee on 27th July 2015 provided detailed information about the much publicised report about the failings of Rotherham Council to protect young people in the area from sexual exploitation.

7.5 Although the Rotherham report was not specifically in relation to abuse of LAC, a number of YP sexually exploited were in Rotherham Council’s care. There is, however, well documented evidence that children in care are at much greater risk of child sexual exploitation and being caught up in crime. LAC are also more likely to be vulnerable in not having stable and trusting family relationships and therefore more susceptible to grooming and exploitative relationships.

7.6 It is therefore essential that all those exercising corporate parenting responsibilities are aware of these risks and vulnerabilities of LAC and there are clear pathways in place to work with LAC who go missing and are at risk of CSE.

7.7 Haringey LSCB has protocols in relations to young people who go missing and those at risk of CSE. A multi-agency missing panel is held every three weeks where YP missing from home, education and care are tracked. As mentioned earlier, the DCS and the Lead Member are provided information about missing LAC every week. YP at severe risk of CSE are also considered at the multi-agency sexual exploitation meeting jointly chaired by the police and the CYPS.

8. Statutory Officers comments

8.1 Finance and Procurement

There are no direct financial implications arising from this report.

8.2 Legal

8.2.1 The Council's role as a corporate parent is to act as the best possible parent for each child they look after and to advocate on his/her behalf to secure the best possible outcomes.

8.2.2 The functions (including powers and duties) of the Council in relation to children who are looked after are set out in the Children Act 1989 Act as amended. Section 22(3) of the Act sets out the general duty of the local authority looking after a child to safeguard and promote the welfare of the child. This duty underpins all activity by the Council in relation to looked after children.

8.2.3 A child is looked after by the Council if s/he is in Council's care by reason of a care order or is being provided with accommodation under section 20 of the 1989 Act for more than 24 hours with the agreement of the parents, or of the child if s/he is aged 16 or over.

8.2.4 There is a crucial role for Overview and Scrutiny Committee to ensure that the Council is effectively discharging its corporate parenting responsibilities."

8.3 Equality

8.3.1 The Council has a public sector equality duty under the Equality 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.

8.3.2 In October 2016, Haringey had 436 looked after children (LAC) for which the Council's corporate parent duty applies. The LAC cohort ranges from ages 0-17, and 55% of LAC in Haringey also have special educational needs.

8.3.3 Data shows that LAC as a group are facing multiple disadvantages compared to children who are not looked after. Whilst Haringey's LAC cohort outperform London and England averages for GCSE attainment, there is still a very significant attainment gap between LAC student and non-LAC students. Data shows that LAC have a higher conviction rate, risk of substance misuse and risk of becoming not in education employed or training after the age of 16 than non-LAC.

8.3.4 The Council is committed to improving opportunities and outcomes for LAC, and effective corporate parenting forms a critical part of this. The Overview and Scrutiny Committee has a critical role to play in holding the Corporate Parenting Advisory Panel to account for the discharge of the corporate parenting duty on behalf of the Council.

9. Use of Appendices

Appendix 1: 10 Questions – link attached

http://www.local.gov.uk/c/document_library/get_file?uuid=dd2b4d45-a687-4c82-9737-fd31fb8a1c7c&groupId=10180

External links – Haringey Council is not responsible for the contents or reliability of linked web sites and does not necessarily endorse any views expressed within them. Listing should not be taken as 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 2: LAC related performance report

Appendix 3: You Said We Said – report from 4 July 2016 CPAC meeting

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Report for: Corporate Parent Advisory Committee: 3 October 2016

Item number:

Title: Performance for the year to August 2016

Report

Authorised by: Jon Abbey, Director, Children's Services

Lead Officer: Margaret Gallagher, Corporate Performance Manager
margaret.gallagher@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Non key

1. Introduction

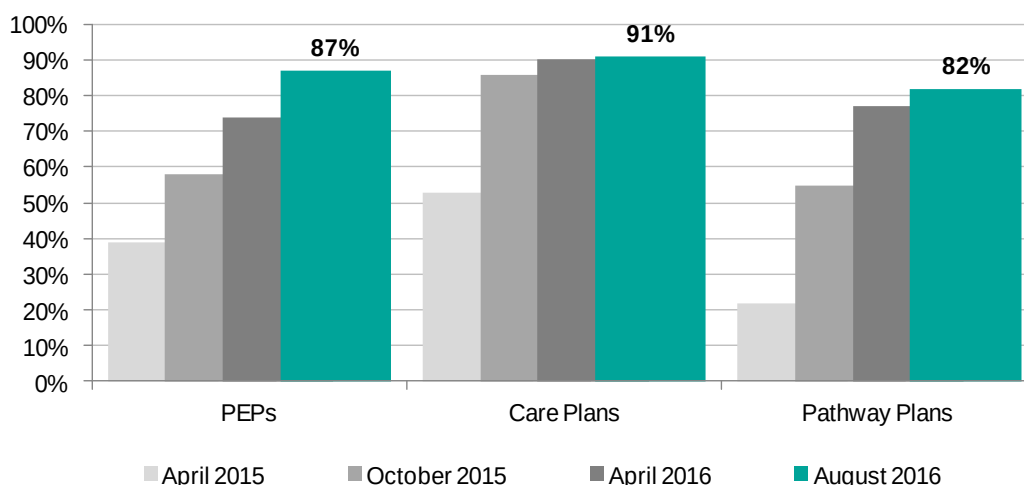
- 1.1. This report provides an analysis of the performance data and trends for an agreed set of measures relating to looked after children on behalf of the Corporate Parenting Advisory Committee.
- 1.2. Section 2 and 3 contain performance highlights and key messages identifying areas of improvement and areas for focus.
- 1.3. Section 4 provides an overall assessment of performance in the service as relating to Children in Care so that Members can assess progress in key areas within the context of the Local Authorities' role as Corporate Parent.

2. Positive or Improving Performance

- 2.1. **430 children were in care** on the last day of August 2016 or 72 per 10,000 population including 32 unaccompanied asylum seeker children. There has been a gradual increase in the level of children in care in comparison to the position at the end of March 2016 - 23 more children in care. However reduction in Haringey's rate of looked after children in 2015/16 places us within the inter-quartile range of our statistical neighbours (a rate of 69 per 10,000 population), although the current rate remains above the London (52) and national average (60) rates.
- 2.2. At the end of August, 91% of looked after children had an **up to date Care Plan**. Performance in this area has consistently remained above target since February 2016 as a result of activity tracking in weekly meetings held by the Head of Service for Children in Care.

- 2.3. At the end of August, 82% of looked after children aged 16-17 had **up to date Pathway Plans**. Performance in this area dipped slightly since June 2016 where 96% of pathway plans were up to date however completion of pathway plans is much higher than that reported at the same period last year. Although performance remains short of the 90% target, it is hoped that with further effort from the 16+ children in care team, the 90% target will be achieved.
- 2.4. Performance of PEPs was slightly short of the target (87% up to date at the end of August). This area continues to be a priority of performance tracking.

**Performance of PEPs, Care Plans and Pathway Plans
(April 2015 to August 2016)**



- 2.5. At the end of March 2016, there were 35 pupils in Year 11 who were looked after continuously for 12 months or more. Of these, 13 (37%) attained **5 GCSEs A*-C incl. English & Maths** – a significant increase compared to 28% in 2015.
- 2.6. Indicators around **stability of placements** for looked after children remain in line with statistical neighbours and targets. In the year to August 2016, 9% of **children had three or more placement moves**, below the statistical neighbour average (10%). 76% of children under 16 who had been in care for at least 2.5 years had been in the same placement for at least 2 years, slightly above our statistical neighbour average (67%).
- 2.7. 91% of Children in Care had an **up to date review** at the end of August, above the 90% target.
- 2.8. At the end of August, 94% of children in care for over a month had an **up to date health assessment**, above target and continuing the positive trend.
- 2.9. Timeliness of children placed for adoption continues to be positive. In the year to August 2016, **children waited an average of 298 days from becoming looked after to being placed for adoption**. This compares favourably with the national threshold (426 day average for 2013-16).

- 2.10. Haringey's latest 3 year rolling average position as published in our Adoption Scorecard in March 2016 was 691 days for the period 2012-15, higher than the national threshold and England position of 593 days but close to our statistical neighbour average of 696 days. Adoption scorecards are used to track national progress on adoptions and adopter related data. Current data for Haringey shows we are averaging well below the threshold so far for 2016-17 albeit that this only relates to a relatively small number of adoptions (5).

3. Areas for Focus

- 3.1. The 2015/16 trend towards the reduction in the number of **care proceeding applications** has shifted towards an increasing trend in Q1 2016/17. It is unclear what has lead to this increase, however it reflects the national trend. There has also been a significant increase in applications regarding children under 1, from 35% in 2015/16 to 44% in Q1 2016/17.
- 3.2. Data for the period April to June 2016 confirms that the **average duration of care proceedings for concluded cases** was 37 weeks, slightly higher than that recorded for 2015/16 (34 weeks). Q1 data for 2016-17 shows 10% were concluded under the 26 week statutory timescale.
- 3.3. The outcomes for 40% of care proceeding cases issued between April and June 2016 was for children to remain with or reunify with their parents compared to 54% of children in 2015/16. In a further 13% of cases issued, children remained in their family of origin under SGOs and in 43% of cases children were placed on care orders.
- 3.4. The data shows a decrease in the number of children who remained with their parents and in the number of children who remained in their family of origin under SGO; and an increase in the number of children made subject to care orders compared to 2015/2016.
- 3.5. 84% of **Children in Care visits** were recorded as completed in the relevant timescales in August. Performance in this area has remained below target since October 2014 mainly due to recording issues. This is now being tracked at performance meetings held by the Head of Service for Children in Care.
- 3.6. 20% of Looked After Children at 31st August were **placed 20 miles or more from Haringey**. Performance is worse than the 16% target however slightly improved since March 2016 end of year position (23%). Although higher than national levels this proportion is only slightly above the average for London and our Statistical Neighbours (18%).
- 3.7. 83% of the current LAC cohort had an **up to date dental visit** as at August 2016. There were 78 children without a recorded up to date dental check. Of these, 56% were aged between 15 and 17 years old many of whom refuse dental checks.
- 3.8. End of year data for the looked after children government return showed that 81% or 246 **children who were in care for over 12 months had their teeth**

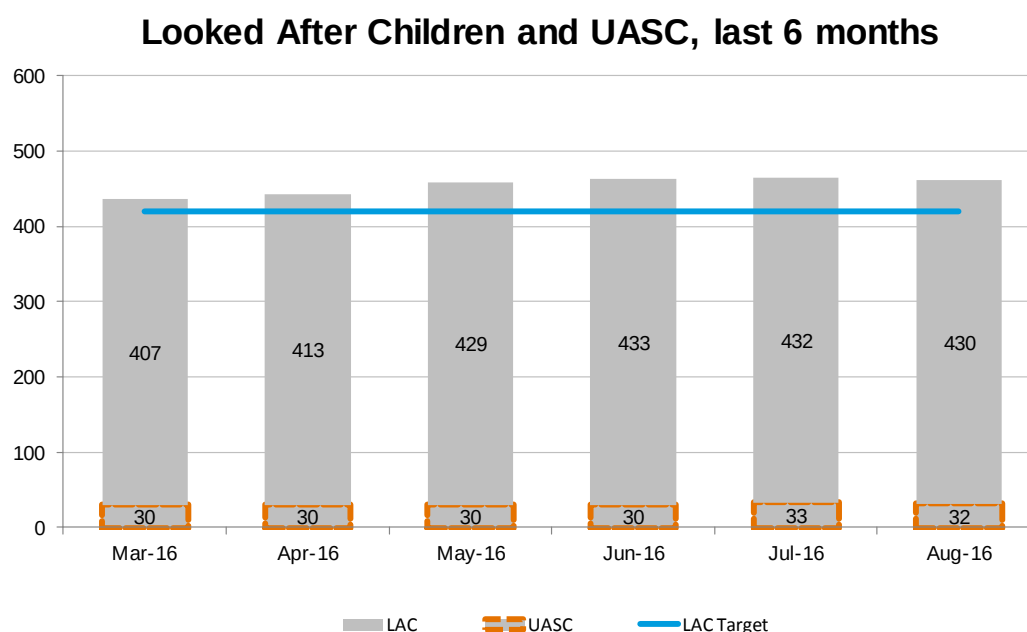
checked by a dentist. This is a decline on the reported level of 91.5% in 2014/15 but close to our statistical neighbour position of 85.4%.

- 3.9. In the year to August 2016, only 7 permanency orders have been achieved (5 **adoptions** and 2 **special guardianship orders** (SGOs) – 10 fewer than the same period last year and the lowest recorded for many years. There are a further 10 adoption orders in the pipeline, bar unforeseen circumstances. 5 babies are to be placed for adoption in the next 2 months and it is expected that the adoptions will proceed relatively smoothly. Special guardianship referrals continue to be low and it is likely that no more than 15 will be achieved by the end of the financial year.
- 3.10. Performance on **care leavers in suitable accommodation and in education, employment and training** for 2015-16 data shows 45% of *all* former relevant care leavers aged 17-21 were in EET (57% of those who were *in touch* with the local authority around their 17th, 18th, 19th, 20th or 21st birthday). 69% of *all* care leavers were in suitable accommodation or 87% of those who were *in touch*.
- 3.11. Fortnightly meetings are currently held between the performance team and Young Adult Service to address the low position of care leavers in EET and suitable accommodation in the year to date 2016-17.

Overall Assessment of Performance

Looked After Children

- 4.1. There has been a 30% reduction in Haringey's rate of looked after children since 2011 compared with a 10% reduction in London and a 3% increase nationally. Over the last 6 months, the number of Looked After Children has increased slightly however continues to remain in line with Haringey's target.



- 4.2. A new Sufficiency Development scorecard has been implemented to measure outcomes for looked after children in conjunction with agreed objectives. The scorecard includes the tracking of reducing LAC admissions/increasing the number returning home or leaving care, reducing costs per LAC placement and increasing the number/speed of LAC achieving permanency.
- 4.3. The majority (72%) of children in care are in foster placements – 42% were placed with in house carers whilst 30% were placed with independent fostering agencies. Overall, the number of in-house placements is on an upward trend whilst the number of IFA placements is gradually reducing.

5. Contribution to strategic outcomes

- 5.1. Priority 1: Enable every child and young person to have the best start in life, with high quality education.

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Corporate Parenting Committee Members meeting with Aspire Action Log

What you told us (Aspire)	What we have done (Council)
<u>4th July 2016</u>	
Deputy Head of Service, Safeguarding and Social Care to look into incorporating Aspire on to the V.O.C Steering Group or its sub body.	A consultation meeting took place on rights and entitlements for young people prior to the summer trip to Thorpe Park. It was apparent that young people were largely unaware on their rights and entitlements.
Aspire to look at Youth Space Website to ensure it is update and that the hyperlinks are active.	Aspire page on Youth Space site needs to updating to reflect current news stories and updated contact details etc. Hyperlinks are active. Aspire have been in contact with IT and requested an update on the webpage refresh.
Aspire to email the Chair and invite to a future Aspire meeting.	Aspire have been in contact with the Chair and she attended the Aspire meeting on the 19 th September.
Aspire to prepare a report on proposals for an updated pledge including a look at what other local authorities include in their offer.	An update on the pledge will be brought to the next meeting on 3 rd October.
You would like to discuss Housing at the next meeting. Clerk to invite Denise Gandy to the next meeting.	Housing Issues on the agenda for 3 rd October.
Aspire to arrange for leaflets to be distributed to Lynn Carrington at Bounds Green Medical Centre.	Aspire have met with the Medical centre and arranged for leaflets to be sent.
Aspire would like email access for their Aspire leaders.	Ongoing. Aspire consider that this is no longer a key issue and Young People's Involvement Officer will be the liaison.
Deputy Head of Service, Safeguarding and Social Care to coordinate pulling together the steering group and to look into how the Council	Officers are looking to develop Haringey's Aspire and raise its profile with the aim of recruiting younger members of the LAC

could better support Aspire.	population. Aspire have developed a promotional video to inform Looked After Children about Care Proceedings now includes information about Aspire and viewpoint. The video will be ready at the end of June 2016 to be launched on Haringey's website and Youth Space. The Steering group has been established its role is to engage Aspire with existing initiatives as a first step whilst developing its own planned events. Aspire members assisted by CIC staff, will join the Virtual School Summer Party on 8/7/16 with information about Aspire and Viewpoint. There will be a raffle organised by Aspire. There is an activity based event hosted by at West Green Leisure Centre to take place on the afternoon of 27/8/16 targeting the 8-14 age group. It There is a meeting on 22/6/16 with Nikki Alagbe to explore the help that she may be able to give in terms of the August event and others going forward as part of an events calendar where over the year.
Aspire requested that officers look into whether Aspire Members could assist with supervising children as part of the Aspire trips.	Update to be tabled at the Meeting on the 4th April.
Aspire agreed to bring details on the content of the Aspire webpage, including some screen shots to the next meeting.	Aspire are working on the page at the moment with the assistance of Joss Dempster from Communication and also the web team.
Aspire agreed to bring back an update on succession planning to the next meeting.	Aspire worker is looking at working more closely with other services in Haringey as an attempt to encourage recruitment. Aspire summer trips will hopefully encourage further recruitment to Aspire. Similarly, it is anticipated that Viewpoint, an online questionnaire for children in care, being launched will also increase access to a wider audience.

	Aspire merchandise has been developed and it is anticipated that this will raise Aspire's visibility at events going forwards.
The Committee agreed that further thought would be given on what could be done by Children's Services to promote Aspire.	Update to be tabled at the Meeting on the 4 th April.
Aspire would like to visit to the Muswell Hill Youth Centre as a potential alternative venue.	Aspire are due to visit Muswell Hill youth centre on Thursday 31 st March.
The Committee requested regular updates outside of CPAC meetings, on upcoming events and what was happening in general.	Aspire are working on Court proceedings process with Eileen Flavin. Aspire met with Jon Abbey, and have produced a calendar of events and ongoing projects etc.
Aspire would like a second Aspire worker or, at least, additional resources to supervise activities & trips.	Aspire do have a budget but this is limited and it is not advisable to use this. Annie Walker and Anneke Fraser are exploring cost neutral options such as utilizing those who have an existing professional relationship with the children and young people such as foster carers.
Committee agreed to give some further thought around how to Aspire was organised going forward.	Annie Walker recently met with Anneke Fraser about her transfer to the YPICT and the supportive role that can be offered to Anneke and Aspire. At present Anneke is in the process of organising Aspire's Xmas celebrations, which was finalised and paid for on 16th December. Aspire's priority over the next few weeks is to get their merchandise designed and made up. Importantly the Aspire info pack is also being collated and will be distributed to all social workers, IRO's and the YAS in the New Year. It is planned that Anneke intend to take them to initial consultation visits to residential homes and foster carers. Anneke is meeting with Joss Dempster (Comms) on the 23/12/15 in order to discuss time frame for completion.

	Anneke is to meet with Annie Walker in regard to progress update on 15/1/16. Also on the agenda for that meeting are the plans to include younger people in ASPIRE to make the organisation more representative. Anneke is also consulting with Aspire on the current Pathway Plan Document. Having met with Emma Cummergen and other professionals from the young Adult Service they are going to be making changes to the Pathway Plan in order to streamline the form and make it more user friendly. Anneke is also meeting with Eileen Flavin to take forward the inclusion of children and young people in their care proceedings and making the process more child friendly. This includes making a video about the court process in conjunction with Enfield(and possibly Barnet) . At the first Aspire in 2016 Anneke and Aspire will be looking at the entitlement rights report (2013) to establish how Haringey are progressing in terms of recommendations made.
Aspire would like to use the PDC for future fortnightly meetings	A room has been booked for the future fortnightly meetings proposed. However, this will need to be reviewed again in May 2016, as the PDC will no longer be available from June /July as the building is being sold.
Aspire would like to have an online presence, from having their own page on the Council website to their own Facebook / Twitter accounts.	Anneke Fraser is meeting with Joss Dempster on the 23/12/15 to discuss this further.
Aspire would look into what was happening with the Youth Space website and feedback to the next meeting.	Anneke Fraser is meeting with Joss Dempster on the 23/12/15 to discuss this further.

Aspire would submit a written proposal outlining what they were seeking from an apprenticeship scheme with the Council.	Aspire to provide an update.
Aspire would feedback at the next meeting with a concrete plan on the proposed Aspire mentoring scheme and how they would like to see it develop.	Aspire to provide.
Aspire would like the foster care video to be put on the Council website and for the film to be shown to prospective foster carers & Members.	The foster care video is on the Council Website.
Aspire would like us to seek legal clarification on whether the committee could support the immigration appeal hearing of Aspire member with a written representation.	It is not unusual for the YAS to attend immigration hearings and provide letters of support, and provide emotional support at the actual hearing, so that the young adults subject understand the process of what is happening to them and that they understand what is being said to them. They can also provide character references confirm dates of care, current ETE involvement to be used in their applications etc. However, the YAS cannot support their applications as such. We cannot and do not provide an legal advice that is for their solicitor the team simply support young adults where they can in terms of the process to ensure they understand and are as clear about potential outcomes. In this particular instance, the PA attended court with the Young Adult whereby he was informed the hearing would not be proceeding as he had exhausted all rights of appeal.
Aspire would like a policy whereby children in care don't have take a decision on taking a direct let property straight away.	There are a few reasons why this is our policy for everyone who is receiving a let from us. The reasons are: • We need to repair and re-let our voids as quickly as possible. This is a key performance indicator for the Council.

	• When a property is empty we don't receive any rental income – it is the money from rent that is used to carry out repairs and run services so loss of rent means that we have less money to maintain our properties and provide services for tenants. • That once a property is ready we don't want to risk it being squatted. As a result, we are not currently in a position where we can allow care leavers longer to make this decision and to move in.
Aspire members would be sent Outlook calendar invites for important events such as the Conference.	This is not possible as aspire does not have a Haringey email Address – Meetings held this week with IT to resolve this
Aspire members were still unable to access to the Haringey IT network.	Meetings being held with IT this week to resolve this.
Further clarification to be provided on the process for allocation of housing to young people including timescales, preventing young people losing their homes and the provision of assistance in young people learning life-skills.	Children and Families - At 17 ½ all care leavers are presented to the Transition placement panel, and YP are put forward for the quota at this stage by their SW based on the SW's assessment of their life skills and readiness to live independently. Some care leavers however are not ready in terms of life skills at this stage or may wish to defer until after their university etc or may also not wish to move back to the borough. In such circumstances YP will be identified and nominated for the quota by their PA's at the relevant stage having been assessed by their PA as having the life skills and readiness to take up a tenancy. The nominations are authorised by the DHoS who agrees their place on the quota. Once their name is added to the quota, the YP will be referred to the next tenancy workshop.

	Once they have attended the tenancy workshop. The YP will be offered an appointment with the placement officer where their identity documents are viewed, and then their name will be past to the nominated housing officer to be re banded into BAND A. At this stage the YP will need to attend a verification appointment with housing, and once completed will be able to start bidding. If successful with bidding they will be offered a viewing (s). The YP can be accompanied to the viewing by their PA, one of the services volunteers, or the placement officer, or key worker for support and advice, provided the YP has notified YAS. YAS have recently also expanded the tenancy workshop, and are now providing young people with a minimum of one cooking workshop focusing on cooking on a budget, 2 money management workshops and an education and employment workshop focusing with the services employment and careers consultant. Alongside the above workshops, the service also provides ongoing, informal workshop opportunities to develop their independent living skills, and manages two transitional housing projects for Young People to have the opportunity to experience living semi-independently prior to taking up a tenancy via the quota. The service also works in partnership with the youth and participation service to provide a 6 week life skills course for looked after children.
Aspire to be involved in the revision of the Young Peoples Services Handbook.	At a meeting held on the 5th May 2015 with Aspire and Young Adults Service, Aspire were asked to put forward a volunteer to begin work on updating and amending the handbook with Marjorie Lee the participation officer. Young

	Adults Service are awaiting a name(s).
Consideration should be given to providing some funding for young people to improve their properties.	The Housing Service doesn't have funding available to allow tenants to improve their homes. Young Adults Service - Care Leavers can access their leaving care grant to purchase furniture and make improvements to their properties. The Service is able to assist YP in accessing free paint.
Consideration should be given to offering incentives to young people to encourage them to take on appropriate, smaller properties such as bedsits.	Housing would not offer an incentive as either a bedsit or a one bedroom flat is considered to be a reasonable offer for a single person or childless couple looking for accommodation.
A Housing Forum for young people should be established.	This isn't something Housing are planning to do at the moment but Denise Gandy would be happy to attend any existing forums to discuss housing matters.
Denise Gandy would respond directly to Aspire about the housing issues of the young person identified in item 5 of the meeting held on 16 March 2015.	The individual case is confidential and Housing can't share information about the person's situation without their written permission. Further work has, however, been done on the case.
Aspire requested acknowledgment by the Council of the impact on young people of accommodation that did not meet minimum standards.	In terms of permanent social housing all properties have to pass a lettable standard in order to be let. I have provided the booklet on this previously. All properties have to meet those standards. Semi-supported housing - CYPS has a service specification, contract and framework in place with all our semi independent providers which sets out the standard and quality expectations. Any reports of sub standard are inspected by the placement officers and addressed, and young people moved if assessed as necessary until the required work has been completed. All the contracted providers are regularly monitored

	by placements.
The short film on foster care should be made available on the Council's website for wider viewing.	The Fostering DVD is available online via YouthSpace but not on the Haringey website
We want the 'Young Adult handbook' to be finalised by late January 2015.	The Young Adults Handbook has been finalised and reviewed by Aspire.
We want a report back on how the pupil premium grant allocation is spent	Head of Virtual Schools (Tracey Hutchings) attended Aspire on 27 th January 2015 and discussed Pupil Premium.
We want help with organising the children in care conference	Conference has been put on hold whilst proposed Youth Strategy and budget cuts are being discussed; unclear as to which Service will be facilitating Aspire moving forward.
We want a response on the previous Housing Issues raised	Update provided below.
We want the actions raised at the training workshop on independent living skills to be followed through – Chair asked for an update at the March meeting on this.	A verbal update will be provided at the meeting.
We want support to develop the concepts of musical/other vocational nurturing, and developing the 'year book' idea.	A verbal update will be provided at the meeting.
We want a clear short and simple document listing our entitlements	A pack has been put together for Care Leavers which outlines entitlements in a way that is clear. This is in the process of being distributed. We would welcome feed back about this from Aspire members A one page document has been created by the All-Party Parliamentary Group for Looked After Children and Care Leavers.
We want to organise a children in care conference in Feb half term 2015	LAC staff are happy to provide support with this, if that is needed.
We want better promotion of Aspire with young people and children in care with social workers introducing young people to Aspire meetings, foster carers contacted by email about our events and social media coverage of our group	Relevant managers have been asked to invite Aspire members to their team meetings to talk directly to Social Workers
We want less jargon and more plain English so children and young people in care know their rights and entitlements	We welcome feedback about the new handbook, and any other ways that we can make sure that children and young people can be informed about their entitlements.

We want the templates used by social workers to assess our care, education, job, and training requirements to have a frontend focus on our views, wishes and feelings.	Pathway and care plans are expected to be written from the young person's perspective. This was one of the recommendations from the recent Ofsted inspection and will be followed up by them. PEPs already have a section to be completed by the young person and their views should be reflected in the final plan All looked after young people have reviews and IROs should be ensuring that young person's views are reflected in all the plans in relation to them
We want a mechanism on the above plans for accountability.	All looked after young people have reviews and IROs should be ensuring that young person's views are reflected in all the plans in relation to them
We want CPAC to look at how PPG grant is spent on young people in care and if they are involved, with the school, in the decision making of how this money is spent on them.	Considered at 22nd September meeting. Tracey agreed to think about how the council can oversee this PEP and will also complete an audit of PEPs to find out how much the child/young person is involved with the school in the conversation about the PPG funding.
We want a less formal process for raising concerns with the council	Aspire meetings with CPAC allow this. Also complaints leaflet to be distributed with minutes.
We want more time to be able to move from accommodation and more information about TA when in University	Denise agreed to discuss increasing the frequency of the tenancy workshops from bi monthly to monthly workshops with the Young Adults Service to enable more care leavers to attend before they turned 18 if there is the demand. Aspire Leaders liked the tenancy visit checklist and said it would be really useful to provide this in advance of the visit to the accommodation, at the tenancy workshop. Information on Lettable standard to be added to the pre tenancy training.
We want to access the council through email and be able to log on to our council laptops outside of council buildings	Several meetings have taken place between IT and Youth Services but unfortunately no suitable compromised has been reached. Young people want a youth friendly option (i.e. access emails in their phones and no use of RAS keys, and preferably one group email for easy access to all

	members who are constantly changing), youth services staff want to be able to access also (which they can with gmail. IT insist it has to be a Haringey Account with individual named young people which cannot be accessed without RAS keys and cannot be accessed via their smartphones as not all young people, particularly leaving care young people, have access to computers at home.
We want you to use our feedback, on what makes a good social worker, in performance appraisals.	Was raised during OfSted. Young people from Aspire were invited to participate in the Social Work Conference 21 st July 2014 where this was reiterated again. Aspire met with Cllr Waters 22 nd July to discuss the shaping of this year's Haringey Pledge; young people feel this would be a good place to state this so that Haringey can be held accountable to implementing measures on their views of what makes a good social worker.
We want you, as corporate parents, to make sure that social workers have done all that they can to support a young person leaving care and not just making sure they have ticked the boxes in the pathway plan. The pathway plan should also involve the young person and incorporate their comments on the process they have experienced.	This was discussed with Cllr Waters on 22 nd July with a view to including key measured outcomes in Haringey's Pledge 2014. Youth Services started Leaving Care Independent Skills for 16 – 19 year olds on 21 st July.
We want better communication about the bidding process and to know our rights for housing	Head of Housing, Denise Gandy, facilitated a separate meeting between Aspire members, Young Adults Service manager & interim deputy head of Service, and Participation worker and manager from Youth Community & Participation Service on 14 th January 2014. The meeting was extremely informative enabling a real understanding of housing processes for Care Leavers that related to Housing and Semi-Independent Housing from Young Adults Service. This meeting was the start of developing better relations between young people and Housing; Denise introduced members of the meeting to other members of staff and showed them round. It provided an opportunity to flag where improvements in communication and processes could be made, particularly regarding Semi-Independent arrangements, and areas where we could support LAC / Care Leavers to know existing services. It is acknowledged that the established

	system of tenancy workshops and the access that the LAC and YAS services have to a dedicated link manager in housing have assisted but more information sharing is still needed. Agreed that we need to explore providing information at a younger age rather than just at the point when young people are turning 17.
We want young people living in shared accommodation and semi independent accommodation to be given incentives to keep their accommodation tidy and develop an awareness of how their actions impact on other young people living in the accommodation. This will really help improve quality of life of all the young care leavers living in this type of accommodation. Incentives can be rewarding good behaviour with additional points for housing	Young Adults Service, Youth Community & Participation Service and Aspire had an initial meeting to discuss issues and potential solutions. Youth Community and Participation have supported Aspire to start looking at developing an 'Independent Life Skills Pilot with Third Sector Organisations. Looking at projects in other boroughs to see how this could work before approaching Children & Families to look to create a pilot for 16 – 18 year olds. Discuss the possibility of completed sections/modules leading to points that would reflect a young person readiness to move into semi-independent / permanent housing. The Hermitage Road shared transition house for young women has now been running for more than a year and a similar house for young men has been identified and should be ready for the first group of residents in April 2014. In tandem with this staff training on transitions for young people moving on to leave care, i.e. assessing independence skills is being booked for early 2014-15.
We want the council to visit and inspect quality of shared or semi independent accommodation before providing this to the young person.	Paul McCarthy. Head of Service for Placements and Resources is leading on a large piece of work to inspect all current semi independent provision for those who are LAC. Much of this provision crosses over with the providers we use for YAS so this renewed scrutiny will be a very thorough review of quality and standards.
We want the council to ensure the PA visits young people living in shared and independent accommodation to find out how they are getting on and support them.	Robert Toska, Deputy Head of Young Adults Service facilitated a meeting between managers of his Service, Youth Community & Participation, and Aspire. In this meeting Aspire found out that this is supposed to happen; inspection and pre-tenancy placement meeting. If accommodation is unsatisfactory personal advisors are to escalate this to their managers to ensure immediate resolution or the sourcing of alternative provision.
We want two bedroom properties made	Housing and Young Adults Service are in the

available for care leavers with young children	process of agreeing this. Due to the heavy demand for 2 bed properties a total of six flats can be made available, a positive step but below the required amount. Denise Gandy has asked Aspire for their suggestions of how allocations to young parents can be made fairly within these limits. Aspire are working on this currently. New Housing Allocations Policy which will come into operation in June 2015 includes provision for a quota of 2 bedroom properties. Process for nomination based on Aspire recommendations to be developed by Young Adults Service. We also need to consider when the nomination will be made as it takes much longer to bid for a 2 bed than a one bed.
We want better communication about our accommodation choices before leaving care and our Housing rights as care leavers	Young Adults Service has a quota of 60 permanent flats for care leavers per year. Young people who are 17 ½ have the opportunity to work towards this and be put forward once they are ready. Aspire to be supported by the Youth Community & participation service to work with YAS regarding the drafted Leaving Care Guide which includes information on housing options.
We want to understand the bidding system and to be able to communicate how this works to all other care leavers	Aspire and Denise Gandy to met on 14.01.2014 at Apex House. Meeting went well. Aspire has started communicating their findings with LAC and Care Leavers. Enhancement of current processes is being worked on.
We want our foster carers to be able to attend the tenancy workshops	Young people are welcome to bring their carer to workshops, just let the PA know that the carer is attending.
We want contact between young people, Foster carer and their PA to be better and for the PA to help with understanding choices available such as staying put with foster carers, access to the YMCA project, going into semi or shared accommodation, and going to University	The Staying Put Policy was approved in October 2013 and subsequently launched. Around 10% of care leavers are now subject to Staying Put arrangements.
We still want access to council email and IT services. RAS keys still do not work	Aspire Leaders have been given Haringey emails and RAS keys from IT. IT have arranged for young people to meet with them directly with Youth Community & Participation Service Officer to see if there are any remaining issues with logging on and using RAS keys.
We want to help Placements service by visiting accommodation before given to care leavers	There are monitoring processes in place but it seems, from reports we have received, that these are insufficient. New ways of monitoring

	are being investigated, including that possibility of Aspire members assisting us with monitoring. It is agreed that the service needs to have greater vigilance regarding placement quality. Please see the comment
We want more encouragement of post 16 learning	Social workers are supported with information in order to be able to inform young people and give appropriate direction and advice to young people. Information was distributed after 'A' level results and GCSE results. Also a worker from YCPS has been offering advice and support to young people in year 12 and their social workers, to identify and support entry to provisions and make use of the service at the 'Junction' in Wood Green. A verbal update on 16+ learning will be provided from the Head of Virtual School at CPAC.
We want access to council email and IT services	Authorised. Aspire Leaders have been given Haringey Council email addresses and RAS Keys. IT is in the process of creating Haringey Council log-Ins for each of the Aspire Leaders so that they can access their emails remotely from any computer. Faith and Ayan have access to these emails so that they can safeguard email traffic. A request has gone to Combs to create Business Cards for Aspire Leaders. Aspire have created a gmail address that resolves this issue temporarily. As Aspire Young Leaders will have Haringey email addresses this will no longer be a problem on a permanent basis.
We want to ensure that higher cost events are authorised so that events can be booked quickly.	Youth Community & Participation Service are now able to authorise invoices up to the value of £5,000 via lead manager, Kevin Feaviour. Sandjea now has a purchasing card that can be used to purchase items up to the value of £500 when a P card is more suitable than use of use of SAP (Haringey's invoice system).
We want to ensure that there is equality of opportunity to access to culture and leisure activities.	Leisure Service access is now clearly in place with a newly revised agreement made during 2013.
We want you to look at whether you can provide Leisure passes to care leavers	Fusion Leisure need to finalise this offer but it is likely that the discounted rate can be put into place for care leavers though the young people will need to fund their leisure cards themselves.
We want an allocated webpage, or face book page	Youth Space has a link to the Aspire web page. It is easy to access but the information needs refreshing. They are also exploring a twitter

	account as this would assist communication with young people. They may want to include Whatsapp and BBM. We are also exploring a Twitter account to use for notifications.
We want more exposure within in the council	There is a new project with edge of care professionals including those working with young people who have learning difficulties, IROs and Exposure. The aim is to hear the voice of children through use of a multi agency group. Aspire are now part of various groups. For example, they have been involved in recruiting Haringey's designated LAC Nurse (twice this year; last on 6th September), have been part of the Fostering Improvement Board, working with Julia to look at training Foster Carers etc. They now have their own hoodies and T-Shirts which have increased their visibility. Aspire are also now part of the British Youth Council Conventions with Kiew Hoang and Ahmed Mohamed attending. Jemerley has submitted a news article on their monthly Youth Voice discussing the success of Aspire Week.
We want someone to talk to when we are leaving care and in semi independent accommodation and getting used to our independence	Work is being undertaken to raise awareness of the transition planning in the fostering service for our foster carers to support the YP accordingly. We welcome the very recent DfE announcement regarding extension of foster care for care leavers up to the age of 21. We will be working on our local plan regarding this new initiative. Sandjea Green has raised the need for more planning around support for care leavers with YAS Deputy Head of Service, Robert Toska. Robert is inviting Aspire members to attend the next Service meeting.
We want you to help us access training providers that can provide training on first aid, food hygiene, health and safety, admin, leadership training, child protection,	June 2013: First aid training has been booked. September 2013: Dembo has been completing a Level 2 in Youth Work through London Youth procured by the Youth Community and Participation Service. Sandjea has met with Helen Elliott to agree Child Protection and Safeguarding Training to be provided for Aspire Leaders by the LSCB. 10 Aspire Young people aged 13 - 22 have completed interviewing training and a very successful trial of the new process taken place in October 2013.
We want information on apprenticeships, internships, and training programmes.	A separate report regarding Employment Training and Education (ETE) was presented to

	October CPAC. Employability workshops are now being run monthly by Haringey Jobs at the YAS office with good attendance from both older LAC and care leavers. Robert Toska (Deputy Head of Service) has met with the local Job Centre Plus to agree the best way to maximise outcomes for the new govt plan to flag care leavers on their data base for additional support in job searches.
We want leadership training for up to 7 people [October2012]	Internal training provision is agreed. This will be provided by the Youth, Community and Participation Team and young people can work towards Level 2 or 3 in Youth and Community Work qualification where appropriate. YCP Team will look for alternative accredited training for younger Aspire members. April 2013, this is still being investigated. 7 Aspire young leaders (aged 14 – 22) took part in a leadership training weekend in May. 2 Aspire young people were offered level one in youth work; one had already completed through a different group, the other chose not to participate. 2 Aspire young people were offered level 2 in youth work; one completed elsewhere, the other is currently on the 6 month course. 2 Aspire young people (aged 14 & 17) have been selected to participate in British Youth Council Convention on 12th October in which they will receive leadership training. Training Programme for young people wanting to develop their leadership will start in Nov 2013 in which all Aspire Leaders will be invited to participate.

Report for: Overview and Scrutiny Committee – 28 November 2016

Title: Work Programme Update

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

Lead Officer: Christian Scade, Principal Scrutiny Officer, 0208 489 2933,
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 proposed scrutiny work programme for the remainder of the municipal year.

2. Cabinet Member Introduction

N/A

3. Recommendations

3.1 That the Committee:

- (i) Considers the future work programmes for the Overview and Scrutiny Committee and its Panels, attached at Appendix 1;
- (ii) Approves the scoping document for the Child Friendly Haringey Scrutiny Review, attached at Appendix 2;
- (iii) Notes an extraordinary meeting of the Overview and Scrutiny Committee will take place on 9 February 2017, for reasons outlined in Section 7 of the report.

Reasons for decision

- 4.1 The work programme for Overview and Scrutiny was agreed by the Committee at its meeting on 21 July 2016. Arrangements for implementing the work programme have progressed and the latest plans for Committee and Panel meetings are outlined at 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 6 June 2016, the Overview and Scrutiny Committee agreed a process for developing the 2016/17 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 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.
- 6.4 Also attached, for approval at Appendix 2, is a scoping report for the Child Friendly Haringey Scrutiny Review.
- 6.5 In-depth scrutiny work is an important aspect of Overview and Scrutiny and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should also help engage the public, and provide greater transparency and accountability.

7. Extraordinary Meeting

- 7.1 Following a request from the Chair of the Committee, and Chair of the Housing and Regeneration Scrutiny Panel, an extraordinary meeting of the Overview and Scrutiny Committee will take place on 9 February 2017. This will provide an opportunity, at a timely juncture, for scrutiny to look at findings from the following consultations:
- Housing Allocations Policy
 - Tenancy Strategy
 - Homelessness Strategy and Delivery Plan
 - Intermediate Housing Policy
- 7.2 In addition, following the Committee's work on Social Inclusion during 2015/16, the meeting provides an opportunity to ensure concerns raised about housing

disadvantage, outlined in the Committee's interim report (June 2016), are considered.

- 7.3 Meeting on 9 February will ensure scrutiny input before final policies/strategies are considered by Cabinet on 14 March. The Chair of the Committee has confirmed that Housing and Regeneration Scrutiny Panel members will be invited to take full part in the discussion.

8. Forward Plan

- 8.1 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.

- 8.2 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>

- 8.3 The Committee may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

9. Recommendations, Actions and Responses

- 9.1 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.

10. Contribution to strategic outcomes

- 10.1 The individual issues included within the 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.

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

Finance and Procurement

- 11.1 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

- 11.2 There are no immediate legal implications arising from this report.

11.3 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.

11.4 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.
- an Overview and Scrutiny Committee meeting may be called by the Chair of the Overview and Scrutiny Committee after consultation with the Chief Executive, by any two Members of the Committee or by the proper officer if he/she considers it necessary or appropriate.

11.5 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

11.6 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.

11.7 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.

11.8 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.

12. 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 – Child Friendly Haringey Scoping Report

13. Local Government (Access to Information) Act 1985

13.1 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.

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Overview and Scrutiny Committee Work Programme 2016/17

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
6 June 2016	Confirmation of memberships & ToR for scrutiny bodies	This report needs to be agreed to confirm the memberships and remits of the Panels.	Martin Bradford / Christian Scade
	Appointment of representatives to the NCL JHOSC	Last year this was taken as an urgent report	Martin Bradford / Christian Scade
	Cabinet Member Q&A	Leader's State of the Borough Report To set out the Council's priorities for the municipal year and enable strategic questioning to influence the scrutiny work programme for 2016/17	Cllr Kober (Ben Hunt)
	Capital Strategy	For consideration by OSC before Cabinet in June and Council in July	Maggie Shields / Anna D'Alessandro/ Tracie Evans
	Scrutiny Work Programme Development	To agree the process and criteria for developing the 2016/17 scrutiny work programme	Martin Bradford / Christian Scade
	Social Inclusion Scrutiny Project	Interim Report	Martin Bradford / Christian Scade
	Cycling Scrutiny Project	Final Report	Rob Mack
	Adults and Health Scrutiny Panel Update on Projects	Following a request from the Chair of Adults and Health Scrutiny Panel a short briefing note will be prepared in relation to the work that has been undertaken by the Panel in terms of adult safeguarding.	Christian Scade
	Verbal update on Scrutiny Projects	Housing Viability Assessments Community Safety in Parks	Martin Bradford / Rob Mack

Appendix 1a

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		(Final Reports expected July 2016)	
	Disproportionality in the Youth Justice System – Scope and Terms of Reference	To agree the terms of reference for project work being undertaken by the Children and Young People's Scrutiny Panel	Rob Mack
21 July 2016	Corporate Plan Priority Dashboards – Q1 Update	Performance Monitoring Q1	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
	The Council's Financial Outturn 2015/16	Final Outturn	Tracie Evans / Anna D'Alessandro
	Budget Scrutiny Arrangements	Paper to outline arrangements (timeframes, type of scrutiny activity and KLOE) for scrutiny input in relation to planning and setting the budget. Further issues concerning monitoring the budget and reviewing the budget to be picked up as part of the MLD on financial scrutiny.	Tracie Evans / Anna D'Alessandro
	Community Safety in Parks (Scrutiny Project)	Final Report	Rob Mack
	Housing Viability Assessments (Scrutiny Project)	Final Report	Martin Bradford
	Scrutiny Annual Report 2015/16	To consider and agree the draft annual report reviewing O&S work with a clear focus on scrutiny undertaken in relation to child safeguarding as requested by OSC in July 2015	Martin Bradford / Christian Scade / Rob Mack
	Overview and Scrutiny Work Programme	To confirm the work programme for OSC and the Panels following discussions at the Scrutiny Cafe and first round of meetings	Christian Scade / Martin Bradford / Rob Mack

Appendix 1a

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
17 October 2016	Workforce Plan Update	Due to recent developments, and to ensure other items are prioritised, the Chair has agreed that this item should be picked up outside the meeting. Instead, a Cabinet Member briefing will be circulated to all members in early September This will include input from Cllr Wright, OSC Chair, and Cllr Sahota, S&R Chair, with consideration given to the MTFS timetable.	Daksha Desai / Jacquie McGeachie Cllr Ali Demirci, Cabinet Member, Corporate Resources
	Scrutiny Panel Membership	Update ref Panel Memberships	Felicity Foley
	Finsbury Park Events – Scrutiny Project	Monitoring of previous scrutiny recommendations in view of recent events as agreed by OSC on 8 March 2016 .	Cllr Ahmet, Cabinet Member, Environment Simon Farrow / Sarah Jones
	Budget Monitoring – Q1		Tracie Evans / Anna D'Alessandro / Cabinet Member, Finance and Health
	Update on Budget Scrutiny Recommendations (2015/16)	Monitoring of previous recommendations – from February 2016	Tracie Evans / Anna D'Alessandro / Cabinet Member, Finance and Health
	Proposals for Pre-Budget Engagement	Draft Engagement Report	Simon Jones / Cabinet Member, Finance and Health
	Disproportionality within the Youth Justice System (Scrutiny Project)	Final Report	Rob Mack
	Scoping Reports for 2016/17 Scrutiny Projects	To out-line the aims and objectives, methodology and timescales for agreed scrutiny projects for 2016/17.	Christian Scade / Martin Bradford / Rob Mack
	Supported Housing for Older		

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	People; Physical Activity for Older People; and Fear of Crime.	To be picked up as part of the standing work programme item.	
28 November 2016	Corporate Plan Priority Dashboards	Performance Monitoring Q2	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
	Budget Monitoring	Budget Monitoring Q2	Tracie Evans / Anna D'Alessandro
	Annual Complaints Report	To consider key trends and lessons learnt from complaints, including the annual review letter from the LGO.	Sue Dyos / Mark Rudd
	Welfare Reform Update	Update on the action plan / work being carried out by the Council on the cumulative impact of welfare reform	Erica Ballmann / Chaudhry Zakir / Jim Brady
	Job Support Market – Scrutiny Project	Monitoring of previous scrutiny recommendations	Vicky Clark / Ambrose Quashie
	Corporate Parenting	To review how the Council performs its corporate parenting responsibilities as requested in July 2015. This will focus on: The roles and responsibilities of Haringey's Corporate Parenting Advisory Committee; “10 questions to ask if you're scrutinising services for looked after children”; - The voice of the child/young person and how this might be strengthened.	Neelam Bhardwaja / Dominic Porter-Moore / Anneke Fraser Cllr Weston, Cabinet Member, Children and Families

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		4. Areas of work still relevant / outstanding from Corporate Parenting Scrutiny Review (2011) – linked to the “10 questions” above (rather than just monitoring previous scrutiny recommendations); 5. Learning from Lessons of Rotherham – Implications for Corporate Parenting. 6. Opportunities for scrutiny involvement moving forwards.	
	Development Vehicle (Scrutiny Project)	Final Report (update)	Martin Bradford
	Supported Housing for Older People (Scrutiny Project)	Final Report (update)	Martin Bradford
	Scrutiny Scoping Report How Child Friendly is Haringey?	To out-line the aims and objectives, methodology and timescales for agreed scrutiny projects for 2016/17. To be picked up as part of the standing work programme item.	Rob Mack Christian Scade
17 January 2017	Budget Scrutiny – Priority X	To consider Priority X and Draft Recommendations from Scrutiny Panels ahead of the meeting on 30 January.	Tracie Evans / Anna D'Alessandro
30 January 2017	Customer Service Transformation	Corporate Programme Update / Monitoring – to build on the issues discussed by OSC in March 2016 – with input from Cllr Vanier, Cabinet Member, Customer Services and Culture	Cllr Vanier, Cabinet Member, Customer Services & Culture Tracie Evans / Andy Briggs

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Budget Scrutiny	To include all standing items concerning budget setting for 2017/18	Tracie Evans / Anna D'Alessandro
	Minimum Revenue Provision	Details TBC	Tracie Evans / Anna D'Alessandro
	Treasury Management Strategy Statement	To consider the Treasury Management Strategy Statement	Tracie Evans
	Corporate Plan Priority Dashboards – Q3 Update	Performance Monitoring Q3	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
9 February 2017	Housing Consultation / Housing Disadvantage	This special meeting will provide an opportunity, at a timely juncture, for scrutiny to look at findings from the following consultations: Housing Allocations Policy; Tenancy Strategy; Homelessness Strategy and Delivery Plan; and Intermediate Housing Policy. In addition, following OSC's work on Social Inclusion during 2015/16, the meeting provides an opportunity to ensure concerns raised about housing disadvantage, outlined in the Committee's interim report (June 2016) are considered. Meeting on 9 February will ensure scrutiny input before Cabinet on 14 March. The Chair has confirmed Housing and Regeneration Scrutiny Panel members will be invited to take full part in the discussion.	Dan Hawthorne / Nick Smith / Alan Benson Cllr Alan Strickland, Cabinet Member for Housing Regeneration and Planning

Appendix 1a

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
27 March 2017	Budget Monitoring – Q3		Tracie Evans / Anna D'Alessandro
	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
	Finsbury Park Events – Update (Date TBC)	Update on scrutiny recommendations from 2015/16. This item will focus on work / the procurement process to develop a 3-5 year events programme (recommendation 14). Requested by OSC in Oct 2016.	Simon Farrow
	Scrutiny Projects 2016/17 – Final Reports Physical Activity for Older People; How Child Friendly is Haringey?; Fear of Crime	To consider / approve final project reports	Martin Bradford / Rob Mack / Christian Scade

Future Items

- **Cabinet Member Q&A Sessions** – details TBC
- **(New) Treasury Management Strategy** - date TBC
 - o Tracie Evans / Oladapo Shonola
- **Q4 / EOY Performance Monitoring** (June 2017)
- **The Council's Financial Outturn 2016/17** (July 2017)

Appendix 1a

- **Joint Enforcement Update**
 - Update to be provided to OSC following the officer briefing circulated to OSC members in March 2016.
 - Eubert Malcolm
- **“After the Riots” – update on progress with implementation of recommendations**
 - The recommendations of the review cover employment, regeneration and community relations and are cross cutting in nature. For further discussion by OSC on 21 July 2016.
- **Scrutiny Self-Assessment / Peer Review**
 - This request was made by [OSC in July 2015 ref agenda items 12 and 16](#)

Adults and Health Scrutiny Panel – Work Programme 2016/17

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
11 July 2016	Terms of Reference / Membership	To set out the terms of reference and membership for Overview and Scrutiny	Christian Scade, Principal Scrutiny Officer
	Appointment of Non Voting Co-opted Member	To appoint Helena Kania as a non-voting co-opted Member of the Panel	Christian Scade, Principal Scrutiny Officer
	Primary Care Update	To focus on the following issues: Tottenham Hale; Estates; Technology	Cassie Williams, AD, Primary Care Quality & Development, CCG
	Physical Activity for Older People - Initial Scoping for Scrutiny Project Work	To receive a presentation from the DPH to help the Panel scope a project for 2016/17 that has realistic aims and objectives with clear links to council priorities	Jeanelle De Gruchy, Director of Public Health
	Addressing community wellbeing: taking forward the findings of the evaluation report of Neighbourhoods Connect	To consider findings from the Neighbourhoods Connect evaluation report	Charlotte Pomery, AD, Commissioning
	Cabinet Member Q&A	An opportunity to question the Cabinet Member for Finance and Health in relation to: Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; and Health and social care integration and commissioning.	Cllr Arthur, Cabinet Member, Finance and Health
	Work Programme Development	To receive an update on the work programme development process.	Christian Scade, Principal Scrutiny Officer

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
29 September 2016	Foot Care Update	To update the Panel on local foot care services following scrutiny work that took place during 2015/16.	Sanjay Mackintosh Head of Strategic Commissioning
	Target Operating Model (TOM) to enable <i>Healthy, Long & Fulfilling Lives</i>	An opportunity for scrutiny input before Cabinet. This will include a timetable for TOM in terms of (a) what's been achieved; (b) what happens next; and (c) options for scrutiny involvement moving forwards.	John Everson AD, Adult Social Services
	Commissioning for Better Outcomes – Peer Review Update on Actions Presentation	This was requested by the Panel in January 2016. This update, suggested for Autumn 2016, will focus on promoting a sustainable and diverse market place, including areas identified for consideration by the peer review team. Information will be provided via PowerPoint presentation (based on the Cambridge presentation)	Charlotte Pomery, AD, Commissioning
	Home Care Market Verbal Update	To receive a verbal update on the Home Care Market across Haringey.	Charlotte Pomery, AD, Commissioning
5 October 2016 Enfield Civic Centre	North Middlesex University Hospital – focusing on A&E performance	North Middlesex University Hospital has recognised that urgent improvements must be made to its accident and emergency department following a Care Quality Commission (CQC) report (July 2016) This meeting will be hosted by LB Enfield – further information is available via the LB Enfield website – link here.	Enfield Scrutiny Team coordinating

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
17 November 2016	Budget Monitoring	An update on the financial performance of P2 Services (Adults Social Care, Commissioning & Public Health) This item will take into account issues discussed in February 2016, including the Council's Brokerage Service, Intermediate Care Strategy and the Recruitment and Retention Strategy for Adult Services.	Cabinet Member, Finance and Health Beverley Tarka, Director Adult Social Services Dr. Jeanelle de Gruchy Director of Public Health Charlotte Pomery, AD Commissioning
1 December 2016	Adult Safeguarding	Following scrutiny work undertaken last year it is likely KLOE for this meeting will focus on <i>"what does good look like for an adult at risk?"</i> The items listed below will enable scrutiny to ask questions / look for evidence in terms of: continuity of relationships for the adult with professionals; adults at risk being heard and involved in decisions – "Nothing about me without me"; understanding the person; Safeguarding being personalised; partnership working – with the adult and between agencies; and professionals showing concerned curiosity and due regard.	
	Care Quality Commission – Inspection Programme	An opportunity for Members of the panel to hear about the CQC's strategic approach to their work as well as to understand issues and trends arising from (adult social care) inspections locally as they affect Haringey residents.	Charlotte Pomery, AD Commissioning Martin Haines, Inspection Manager, CQC

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
	Making Safeguarding Personal (MSP)	This item will be structured as follows, with presentations on the following: 1. To set the scene, Dr Cooper will give an overview of this sector led initiative. 2. Following this introduction, and based on a recent ADASS study (“a temperature check”) Dr Cooper will reflect on progress to date across the country. 3. Haringey officers will then outline how MSP has been developed locally.	Dr Adi Cooper, Independent. Chair, Haringey's SAB Beverley Tarka, Director Adult Social Services
	Safeguarding Adults Board – Annual Report 2015/16	To review the annual report of the Safeguarding Adults Board and to consider (and comment on) the Strategic Plan for 2016/17, including the updated delivery plan (to be attached as an appendix). To set the scene, and to structure the discussion, a covering report will be prepared by Patricia Durr. This report will also include a summary of the learning arising from the Section 42 enquiry that was undertaken following a BBC London report which reported that	Dr Adi Cooper, Independent. Chair of Haringey's SAB Patricia Durr, SAB Business Manager Beverley Tarka, Director Adult Social Services

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
		there had been a lack of care for an elderly lady living at home with dementia.	
		Issues concerning MSP will be picked up under the MSP item above.	
	Transforming Care	A covering report will set out national principles concerning Transforming Care (Winterbourne View) with information for North Central London attached as an appendix. The covering report will also make clear that a presentation, on day opportunities transformation in Haringey, will be given at the meeting.	Beverley Tarka, Director Adult Social Services Charlotte Pomery, AD, Commissioning John Everson, AD Adult Social Care
20 December 2017	Budget Scrutiny	P2 Budget Proposals ref Draft MTFS	Cabinet Member, Finance and Health Beverley Tarka, Director Adult Social Services Dr. Jeanelle de Gruchy Director of Public Health Charlotte Pomery, AD Commissioning

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
6 March 2017	Update Regarding General Practice in Haringey	To focus on Tottenham Hale (details TBC)	Cassie Williams, AD, Primary Care Quality & Development, CCG
	Day Opportunities Transformation	To build on the presentation / timetable provided to the Panel in March 2016 with input from the Stakeholder Steering Group	Beverley Tarka, Director Adult Social Services Charlotte Pomery, AD, Commissioning
	Better Care Fund Update (Date TBC)	This was requested by the Panel in January 2016. To include info on: (a) progress concerning themes/actions from the Care Homes Deep Dive and the Falls Deep Dive; and (b) the costs / cost savings associated with the actions.	Marco Inzani Commissioning Lead for Better Care Fund
	Community Wellbeing Model (Date / Details TBC)	Based on the discussion / requests made by the Panel in July 2016. Scope of item TBC	Charlotte Pomery, AD, Commissioning Dr Tamara Djuretic, AD, Public Health
	Cabinet Member Q&A	Review of the year with questioning to focus on: Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; and Health and social care integration and commissioning.	Cllr Arthur, Cabinet Member, Finance and Health
	Physical Activity for Older People	Final Report	Christian Scade, Principal Scrutiny Officer

Other Items:

Early Supported Discharge

- To follow up on the issues and concerns raised by the NCL JHOSC during 2015/16
- Input from Sarah Price, Chief Officer, Haringey CCG, was suggested at the March 2016 meeting of the Panel.

Foot Care

- An update for 2017/18 was requested at the September 2016 AHSP meeting (Details TBC)

ITOM

- Next steps TBC following discussion at the September 2016 AHSP meeting (February 2017 TBC)

Items to be considered elsewhere:

NCL JHOSC / BEH Sub Group

- Quality Accounts for Healthcare providers, including the North Middlesex University Hospital NHS Trust, and BEH Mental Health NHS Trust. Timings and ways of doing this, including joint scrutiny, need to be confirmed for 2016/17.

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Children and Young People's Scrutiny Panel

Work Plan 2016-17

1. Scrutiny review projects; These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. Both of these issues will be subject to further development and scoping.		
Project	Comments	Priority
How child friendly is Haringey?	It has been agreed that the Panel look in depth at how Haringey could be made into a “child friendly” borough. This will include the considering what would constitute a child friendly borough and what actions would be required by the Council and its partners to achieve such a goal. Approaches taken by other local authorities who have undertaken similar initiatives have involved focussing upon ensuring that children know about their rights, can access services when they need them and help to design, implement and evaluate services designed for them. This review would link to the corporate priorities that promote “the best start in life” and “high achievement for all.” The review will draw on the experience of other local authorities who have done work in this area, such as Bristol and Leeds.	1
Refugee children	It is proposed that the Panel undertake a short review on Haringey’s response to the new role of local authorities in supporting refugee and asylum seeker children and, in particular, the new regionalised structure for this.	2

2. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
Date of meeting	Potential Items
5 July 2016	• Cabinet Member Questions • Early Help – Performance etc for the first six months; To include: ○ An explanation of the aims of the service and how it works; ○ Opportunities, threats etc; and ○ The role of the service in the achievement of budget reductions. • Review on Disproportionality within the Youth Justice System; To gather evidence on the role of Early Help in addressing disproportionality within the Youth Justice System (question and answer session) • Work Planning. To agree the work plan for the Panel for this year.
19 October 2016	• Children’s Centres; To report on the impact of closures. • Child Obesity; To report on progress with action to address child obesity. • Early Years: ○ To consider progress with the implementation of the recommendations of the scrutiny review on the two year old early entitlement; ○ To report on progress with arrangements for the implementation of the three year old early entitlement. • Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.

13 December 2016 (special session)	• Getting to Good; Update on Response to OFSTED Inspection of 2014 on Children in Need of Help and Protection, Looked After Children and Care Leavers • Update on Progress with Response to OFSTED Inspection on the Effectiveness of the Local Safeguarding Children Board.
19 December 2016	• Budget scrutiny
23 January 2017	• Cabinet Member Questions • Child Safeguarding and preventing violence against the child; To report on progress • Educational Attainment Performance; 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. To include reference to any under achieving groups.
16 March 2017	• Development of Post 16 Provision; To report on the further development of post 16 provision within the borough, including 6th form provision and the vocational offer • Scrutiny Review on Youth Transition; To report on progress with the implementation of the recommendations of the scrutiny review on Youth Transition. • CAMHS; Update on Transformation Plan, the work of the Transition Sub Group and Transition Action Plan

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Environment and Community Safety Scrutiny Panel

Work Plan 2016-17

1. Major Projects; These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. There is unlikely to be capacity to undertake more than two projects within the year. Areas which cannot be covered in this way can instead be addressed through a “one-off” item at a scheduled meeting of the Panel. Issues selected will be subject to further development and scoping.		
Project	Comments	Priority
Fear of Crime	Survey data shows comparatively high levels of fear of crime within Haringey. This is reflected in above Corporate Plan target figures within the borough, whilst figures across London are showing a reduced level of concern. The issue is a key objective for the Council as well as a major priority for the new Borough Commander. The review will look at: • The Council’s objectives and performance in respect of fear of crime, including how data is currently collected and proposals to improve its accuracy; • The correlation between actual crime levels and fear of crime across the borough; • Action that could be taken to reduce fear of crime and its effectiveness, including what has proven to be successful in similar local authority areas; • The impact of visible efforts to reduce fear of crime and whether they provide reassurance; and • How relevant information is communicated to the public.	1

Waste, including fly tipping, litter and recycling	• A range of topics linked to this have been raised: ○ Minimising dumped rubbish on the streets and fly-tipping; ○ Improving the responsiveness of clean up operations and enforcement; ○ Improving the commitment to recycling organic waste; ○ Reducing the amount of litter and rubbish on Haringey streets; ○ Dealing with overflowing bins in residential streets; ○ Dumping of household goods and rubbish in the streets; ○ Houses in Multiple Occupation (HMOs); • Work on this area could focus on the following; ○ Hot spot evidence; ○ Behaviour change; ○ Enforcement; and ○ Resources.	2
Parks	• The following matters were raised at the Scrutiny Cafe on this issue; ○ Prevention of the privatisation of local green spaces; ○ Enforcement action to minimise dog fouling in local parks and green spaces; ○ The impact of dogs and their management in local parks and green spaces, including fouling and aggression; ○ Prevention of park users from defecating in local parks (especially Ducketts Common); and ○ Ensuring adequate funding and support for Haringey's Parks and Green Spaces. • It was felt that a range of these issues could be addressed as part of a general review on parks. Some of the issues referred to above have already been considered by the review on Community Safety in Parks.	3

2. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
Date of meeting	Potential Items
30 June 2016	• Cabinet Member Q&A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio. • Car Club – Network Expansion; • Waste, recycling and street cleansing data; and • Work Programme for the Forthcoming Year.
4 October 2016	• Cabinet Member Q&A – Communities; To question the Cabinet Member for Communities on current issues and plans arising for his portfolio. • 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: ○ Crime Performance Statistics - Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; and ○ Statistics on hate crime. • 20 mph Speed Limit; Enforcement/progress since Scrutiny Review. • Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 3.

8 December 2016	• Cabinet Member Q&A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio. • Waste, recycling and street cleansing data • Team Noel Park Pilot • Green Lanes Traffic Review (to include Wightman Road) • Transport Strategy • Update on Prevent initiative.
21 December 2016	• Budget Scrutiny
9 March 2017	• Cabinet Member Q&A – Communities; To question the Cabinet Member for Communities on current issues and plans arising from his portfolio. • Violence Against Women and Girls (VAWG) ○ Progress with Implementation of Recommendations of Scrutiny Review; and ○ Progress with Implementation of the Iris Scheme by Haringey CCG. • Sustainable Transport. The following topics and issues have been suggested in respect of this issue: ○ Reducing motor vehicle use and improving sustainable transport use in the borough; ○ Achieving a more equitable balance between drivers, pedestrians and cyclists on our roads; ○ Encouraging people to change their travel habits to help improve local air quality; ○ Controlled Parking Zones; and ○ Supporting people to use more sustainable forms of transport.

Housing & Regeneration Scrutiny Panel - Work Programme 2016/17

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
Round 1 27th June 2016	Terms of Reference	To note terms of reference for the panel	Martin Bradford, Policy Officer
	Temporary Accommodation	A presentation of the current financial and policy issues in temporary accommodation and current approach. To assist in scoping possible scrutiny involvement.	Denise Gandy, Homes for Haringey
	Work Programme	Outcomes from scrutiny Cafe, confirmation of work programme for 2016/17 and selection of those reviews taken forward in year ahead	Martin Bradford, Policy Officer
	Viability assessment	Emerging conclusions from Scrutiny Review (dependent on meeting before 27 th June)	Martin Bradford, Policy Officer / Panel
Round 2 3rd October 2016	Cabinet Q & A	Cabinet member for Housing & Regeneration to respond to questions on this portfolio	Cllr Strickland/ Mustafa Ibrahim/ Andrew Billany/ Dan Hawthorn
	Right to Buy Receipts	An update on the how Right to Buy receipts are used to support affordable homes.	Mustafa Ibrahim
	Budget Monitoring/ Performance Monitoring	To review and monitor budget and performance issues within the remit of the HRSP.	Joe Moore /Margaret Gallagher
	Supported Housing for Older People	Update from review	Martin Bradford, Panel
	Development Vehicle	Update of progress of review	Martin Bradford, Panel
	Work Programme	Review - update of programme of activities	Martin Bradford, Policy Officer

14th December 2016	Budget scrutiny of MTFS proposals to 2022	To consult the panel on savings and investment proposals as part of the MTFS to 2022.	Cllr Strickland and Cllr Goldberg Dan Hawthorn, Emma Williamson, Andrew Billany
Round 3 6th February 2017	Cabinet Q & A	Cabinet Member for Social Inclusion and Economic Regeneration and Wood Green Regeneration	Cllr Goldberg / Officers
	Selective Licensing	An update on plans to introduce Selective Licensing or extend the use of Mandatory Licensing	Eubert Malcolm/ Steve Russell
	High Streets	Update on the work undertaken by Cllr Sahota and other work to support local Metropolitan and District High Streets. (i) to encompass work to improve Hornsey High Street (ii) Site visit(s) to local District High streets	Vicky Clark/ Beth Kay
	Tottenham & Wood Green Regeneration Programme	Tottenham Regeneration Programme & Wood Green Regeneration Programme – how can work from Tottenham inform other regeneration work?	Helen Fisher / Dan Hawthorn
	Supported Housing Programme – Consultation	Formal consultation arising from Supported Housing review	Mustafa Ibrahim
	Economic & Social Regeneration in Tottenham (TBC)	Head of Economic & Social Regeneration – to discuss and confirm	TBC
	Work Programme	Review - update of programme of activities	Martin Bradford, Policy Officer
Additional session with	- Housing Allocations Policy	To feedback to the panel the findings from the consultation on these strategies and for the panel to	Nick Smith

Overview & Scrutiny Committee February 9th 2017	- Tenancy Strategy - Homelessness Strategy & Delivery Plan - Intermediate Housing Policy	comment further ahead of final presentation to Cabinet.	
Round 4 7th March 2017	Cabinet Q & A	Cabinet Member for Housing & Regeneration to respond to questions on this portfolio	Cllr Strickland/ Andrew Billany/ Dan Hawthorn/ Emma Williamson
	Community Infrastructure Levy	Update on previous review completed in 15/16 – Inclusion of new policy (if ready).	Emma Williamson/ Matthew Patterson
	Supporting engagement and Involvement in the Local Planning System	Work being undertaken to help improve engagement, involvement and community confidence in the local planning system.	AD Planning, Emma Williamson
	Council led development	Update on review completed in 2015/16 – approved by Cabinet in December 2015.	Mustafa Ibrahim(TBC)
	Work Programme	Review - update of programme of activities Identification of any carry over items	Martin Bradford, Policy Officer

Scrutiny projects

(1) Development vehicle -

- That scrutiny should focus on the development vehicle, in particular the governance arrangements that will support this new body (e.g. membership, relationship between board and Council and associated priorities of the Council). This work could also assess arrangements for corporate and public accountability and future scrutiny of this body Julian Wain/ Dan Hawthorn (Autumn 2017)

(2) Emergency accommodation -

- Review the nature and level of support provided to people presenting as homeless and in crisis and to assess further opportunities to increase supply or stem demand for emergency accommodation (Stage 1).
Denise Gandy / Andrew Billany

(3) Older peoples supported housing

Approaches to older peoples supported housing – best practice – Gill Taylor

To schedule further

- The work of the Decision Panel, how it operates and how this could be improved –short report / briefing – Andrew Billany/
Denise Gandy

Children and Young People’s Scrutiny Panel

Child Friendly Haringey – Scope and Terms of Reference (2016/17)

Review Topic	Review / Project Title
Rationale	The suggestion that this arose from was that the Panel should look in depth at how Haringey could become a “child friendly” borough. This would include considering what would constitute a “child friendly” borough and what actions would be required by the Council and its partners to achieve such a goal. Other local authorities – for example, Leeds, Bristol, Calderdale and Brighton - have already undertaken specific initiatives aimed at making them child friendly and these have involved ensuring that children know about their rights, can access services when they need them and help to design, implement and evaluate services designed for them. They have all been inspired, to a greater or lesser extent, by the concept of “Child Friendly Cities”. This is regarded as the process for the implementation of the United Nations Convention on the Rights of the Child, led by local government. It is a global project led by UNICEF, with the aim of fulfilling the right of every child and young person to participate in and express opinions on the city in which they live, safely, equally and with respect and influence. The aim is to improve the lives of children by “recognising and realising their rights”. It is envisaged as a practical process that must engage actively with children and their real lives. The concept of Child Friendly Cities is considered to be equally applicable to governance of all communities which include children, irrespective of their size. Unicef now delivers the Child Friendly Cities Initiative in the UK under the name ‘Child Rights Partners’. The programme has been operating as a three year pilot since November 2013 to enable UNICEF to develop an updated, evidence-based framework for local authorities. It has involved working intensely with five local authorities on a range of projects related to child rights. The pilot is due to complete at the end of this year and, following this, UNICEF will be launching a new programme and framework in April 2017.

	It is proposed that the review consider whether Haringey should state its intention to become a child friendly borough as a means of providing a greater strategic focus on support and services for children and young people. In doing this, it is proposed that the review look at; • What becoming child friendly may entail; • Its potential strategic benefits; • Risks and resource issues; and • What a scheme for Haringey might look like. This will involve looking closely at the work that has been done by other local authorities and the outcomes arising from this and developing an understanding of what becoming child friendly will involve and what a scheme for Haringey may look like. It is proposed that the views of relevant officers and partners be sought towards the end of the process, when a clearer view of what becoming child friendly may entail has been developed so they are better able to respond.
Scrutiny Membership	Members of the Children and Young People's Scrutiny Panel will carry out this review: Councillors: Kirsten Hearn (Chair), Mark Blake, Clive Carter, Toni Mallett, Liz Morris, Reg Rice and Charles Wright. Co-opted Members: Ms Y. Denny (Church of England representative), Mr C. Ekeowa (Catholic Diocese representative), Luci Davin (Parent Governor) and Uzma Naseer (Parent Governor).
Terms of Reference (Purpose of the Review/ Objectives)	To consider and make recommendations on the feasibility of the Council declaring its intention to become a child friendly borough, including; • What it may entail; • Potential benefits; • Risks and resource issues; and • What a scheme for Haringey might look like.

Links to the Corporate Plan	The review relates most strongly to Priority 1 – “Enable every child and young person to have the best start in life, with high quality education”. However, it is cross cutting in nature and also has relevance to: Priority 3 - “A clean and safe borough where people are proud to live”; and Priority 5: Create homes and communities where people choose to live and are able to thrive.
Evidence Sources	This will include: - Feedback from local authorities that are seeking to become “child friendly”; - Views of a range of stakeholders, including children and young people.
Witnesses	The following witnesses will be invited to take part in the review/submit evidence: - Cabinet Member for Children - Neelam Bharwaja, Assistant Director for Children’s Service - Gareth Morgan, Head of Service, Early Help and Prevention - Haringey Youth Council - Aspire - Haringey Children’s Rights Service - UNICEF
Methodology/Approach	A variety of methods will be used to gather evidence from the witnesses above, including: - Desk top research - Evidence gathering sessions with witnesses - Visits or evidence from local authorities who undertaken successful work in this area - Review of evidence sources

Equalities Implications	The review is specifically focussed on a key equalities issue as it concerns the rights of children and young people and how they can be developed further and integrated in services.
Timescale	It is envisaged that evidence gathering will be completed by the end of January 2017
Reporting arrangements	The Director for Children's Services will coordinate an overall response to Cabinet to the recommendations.
Publicity	The project will be publicised through the scrutiny website and scrutiny newsletter providing details of the scope and how local people and community groups may be involved. The outcomes of the review will be similarly published once complete.
Constraints / Barriers / Risks	Risks: 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
Officer Support	Scrutiny Support: - Rob Mack, Principal Scrutiny Officer Service Support: - James Page, Head of Transformation and Change, Children's Service.

Report for: Overview & Scrutiny Committee

Item number:

Title: Revised Scrutiny Panel Membership

Report

authorised by : Bernie Ryan, Assistant Director – Corporate Governance and Monitoring Officer

Lead Officer: Michael Kay, Democratic Services Manager, 020 8489 2920
michael.kay@haringey.gov.uk

Ward(s) affected: N/A

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1 At the Overview and Scrutiny Committee meeting on 8th June 2016 the Committee agreed the membership of the four scrutiny panels.
- 1.2 This report seeks a change to the membership of the Housing and Regeneration Scrutiny Panel, following a request made by the Labour group.

2. Cabinet Member Introduction

N/A

3. Recommendations

The Overview and Scrutiny Committee is asked to agree the revised membership of the Housing and Regeneration Scrutiny Panel outlined in section 6.3 of this report.

4. Reasons for decision

N/A

5. Alternative options considered

N/A

6. Background information

- 6.1 Paragraph 1.2 (ii) Part 4, Section G of the Overview and Scrutiny Procedure Rules (Haringey Council Constitution) states that:

“The terms of reference of the Overview and Scrutiny Committee will be:

- (ii) The appointment of Scrutiny Review Panels, with membership that reflects the political balance of the Council.”

Paragraph 2.2 Part 4, Section G of the Overview and Scrutiny Procedure Rules (Haringey Council Constitution) states that:

“The membership of the Overview and Scrutiny Committee and Scrutiny Review Panels shall, as far as is practicable, be in proportion to the representation of different political groups on the Council.”

Paragraph 4.4 of the 2012 Scrutiny Protocol reads:

“It is intended that each Scrutiny Review Panel shall be comprised of between 3 and 7 members, and be politically proportionate as far as possible. It is intended that other than the chair, the other members are non-executive members who do not sit on the OSC”.

- 6.2 Of the Council’s 57 Members, 49 Members (or 86%) currently belong to the Labour Group, and 8 Members (or 14%) belong to the Liberal Democrat Group. As set out above, the Scrutiny Panels should reflect these proportions as far as possible.
- 6.3 The proposed revised membership of the Housing and Regeneration Scrutiny Panel is listed below (71% Labour to 29% Liberal Democrat):

Cllr Emine Ibrahim (Chair)
Cllr John Bevan
Cllr Zena Brabazon
Cllr Gail Engert
Cllr Tim Gallagher
Cllr Martin Newton
Cllr Stuart McNamara (replacing vacancy)

7. Contribution to strategic outcomes

The Scrutiny Panel covered in this report contribute to the Corporate Priorities of the Council.

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

Finance and Procurement

- 8.1 The Chief Finance Officer has been consulted on this report. There are no financial implications arising from the recommendation set out in this report. Should any of the work undertaken by the Scrutiny Panels generate recommendations with financial implications; these will be highlighted at that time.

Legal

- 8.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. There are no direct legal implications arising from the recommendation.
- 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. The establishment of Scrutiny Review Panels by the Committee falls within this power and is in accordance with the requirements of the Council's Constitution.

Equality

- 8.4 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.
- 8.5 The proposal outlined in this report relates to the membership of the Housing and Regeneration Scrutiny Panel. The proposal carries no direct implications for the Council's general equality duty.

9. Use of Appendices

N/A

10. Local Government (Access to Information) Act 1985

10.1 Background information

The terms of reference for the Scrutiny Panels as agreed by the Overview and Scrutiny Committee on 8th June 2016 can be found here:

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=128&MId=7748&Ver=4>

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