NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Monday, 16th October, 2017, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE

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

Co-optees/Non Voting Members: Yvonne Denny, Luci Davin and Uzma Naseer)

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 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 (PAGES 1 - 2)

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

6. MINUTES (PAGES 3 - 20)

To approve the minutes of the meeting held on 13th June 2017 and 17th July 2017.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 21 - 86)

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

Adults and Health Scrutiny Panel – 6th March 2017 and 29th June 2017
Housing and Regeneration Scrutiny Panel – 6th February 2017, 7th March 2017 and 22nd June 2017
Children and Young People Scrutiny Panel – 29th June 2017
Environment and Community Safety Scrutiny Panel – 26th June 2017

8. UPDATE ON 2017/18 BUDGET RECOMMENDATIONS (PAGES 87 - 94)

To provide an update on the 2017/18 Overview &Scrutiny Committee budget recommendations.

9. UPDATE ON BUDGET SCRUTINY TIMETABLE (PAGES 95 - 98)

The report sets out the timetable for review and agreement of budget/MTFS (2018/19 – 2022/23) proposals by the Overview & Scrutiny Committee, Cabinet and Full Council.

10. UPDATE ON HARINGEY JOB SUPPORT (PAGES 99 - 140)

To provide an update on work undertaken to progress recommendations made by Overview & Scrutiny Committee's Review on the Haringey Job Support Market.

11. UPDATE ON CUSTOMER SERVICES AND LIBRARIES (PAGES 141 - 150)

To provide a summary update on the Customer Service Transformation Programme, previously briefed to Overview & Scrutiny in March 2017.

12. BUDGET MONITORING Q1 (PAGES 151 - 196)

The report sets out the Council's provisional budget outturn for the year ended 31 March 2017 and the Quarter 1 budget monitoring report to June 2017.

13. CORPORATE PLAN PRIORITY PERFORMANCE UPDATE (PAGES 197 - 206)

The report provides an update to the Overview and Scrutiny Committee of performance against the outcomes and strategic priorities in the Corporate Plan 2015-18, reflecting the latest data available as at June 2017. It provides an overview of key performance trends and an assessment of progress against targets and objectives on an exception basis.

14. UPDATE ON TREASURY MANAGEMENT STRATEGY (PAGES 207 - 284)

To present the updated Treasury Management Strategy Statement and Prudential Indicators for 2017/18 – 2019/20 to this Committee for scrutiny before it is presented to Corporate Committee and then Full Council for final approval.

15. FEAR OF CRIME SCRUTINY REVIEW (PAGES 285 - 320)

The report sets out the findings of the review by the Environment & Community Safety Scrutiny Panel into Fear of Crime.

16. OSC ANNUAL REPORT 2016/17 (PAGES 321 - 350)

The Overview and Scrutiny Annual Report details the work of the five scrutiny bodies in Haringey, and the North Central London Joint Health OSC.

17. WORK PROGRAMME UPDATE (PAGES 351 - 384)

18. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

19. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of Item20 as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); Paragraphs 3 & 5 of Part 1 of Schedule 12a of the Local Government Act 1972.

20. MINUTES (PAGES 385 - 388)

To receive the exempt minutes from the OSC meeting on 17th July 2017.

21. FUTURE MEETINGS

To note the dates of the future meetings:

21st November 2017
16th January 2018
29th January 2018
26th March 2018

Philip Slawther, Principal Committee Co-ordinator
Tel – 020 8489 2957
Fax – 020 8881 5218
Email: philip.slawther2@haringey.gov.uk

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

Friday, 06 October 2017

Agenda Item 5

We the undersigned petition the council to suspend changes to waste services and urgently review, consult on and publish the potential impacts on the local environment and residents.

On 30th June 2017, the Council approved changes to Veolia's waste collection service, including:

- charging for bulky items from 24th July 2017 (£25 for four bulky items)
- charging for replacement bins from 31st July 2017 (£30)
- charging for garden waste from 23rd October 2017 and distributing wheelie bins to those who subscribe (£75/year)

These changes are intended to help the council save £20million across the borough. Whilst there is no doubt the council has significant budgetary pressures, these changes have been poorly thought through, rushed into implementation, and are likely to exacerbate entrenched environmental issues in the borough including fly-tipping and urban blight.

Haringey's Corporate Plan 2015-2018 has five core priorities, one of which is to deliver "a clean well maintained and safe borough where people are proud to live and work". The potential impacts of these changes are at odds with the Corporate Plan for the following reasons:

- Fly-tipping is likely to increase - some residents unwilling to sign up to the service may dump garden rubbish and bulky items on the street. Fly-tipping is already a substantial issue in the borough and the council/Veolia have a poor record in improving this.

- Most residents already have two bins which frequently block public footpaths. An increased number of bins will only increase this problem further. Again, this is at odds with Priority 3 objectives which "will make our streets, parks and estates clean".

- Residents unwilling to sign up to the scheme but willing to take rubbish to a recycling centre will increase the number of car journeys through the borough. This is at odds with Priority 4, which includes an objective "to reduce emissions across the borough".

- Charging for garden waste collection is not uncommon in London. However, other boroughs charge between £50 - £60 for the service. £75 is unjustified and offers residents poor value for money compared with other councils. Residents already pay the 8th highest council tax of 33 London boroughs (Band D), this might be yet further evidence of poor value for money being achieved by the Council.

- Although Veolia suggest that other options may be available than a 240litre bin for garden waste, a Veolia Outreach Officer must attend each property before smaller options will be considered. This is an absurd process given the size of the borough, will require a large team (inevitably funded by subscribers or by council tax payers through the existing contract) and may lead to more car journeys through the borough to service demand.

- If bins are lost (or stolen) there will be a £30 charge fee for a replacement. There are many reported incidents of bins going missing already and now there is a charge. this is likely to increase. Veolia will replace bins if damaged by operatives but this is open for debate and challenge, and in some instances operatives may

not realise they have damaged a bin during a busy collection. Again, this is a poorly thought through approach by Haringey Council.

- Finally, there is no evidence of reduced/subsidised fees for those unable to meet the annual payment or pensioners included in the information published on Haringey Council and Veolia's websites.

These changes require an urgent review, consultation with residents and amendments before it is implemented. This review should focus on the environmental impact of the proposed changes, alignment with Haringey's Corporate Plan 2015-2018, lessons learned from schemes in other London boroughs including the relative cost savings, and the value for money it will deliver to council tax payers which is a key outcome in the plan. There also needs to be transparency as to how Veolia's existing contract has been amended to offer better value to the council and residents as a result of these changes.

This ePetition ran from 15/07/2017 to 04/09/2017 and has now finished.

1423 people signed this ePetition.

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON TUESDAY, 13TH JUNE, 2017, 19:00

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Kirsten Hearn, Emine Ibrahim, Yvonne Denny and Barbara Blake.

Co-opted Members: Yvonne Denny

33. FILMING AT MEETINGS

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

34. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Cllr Gallagher. Cllr Barbara Blake attended the meeting as substitute.

35. URGENT BUSINESS

There were no items of Urgent Business.

36. DECLARATIONS OF INTEREST

There were no declarations of interest.

37. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

The Committee received a deputation from Rev. Paul Nicholson on behalf of Northumberland Park Supporters Group.

Rev. Paul Nicholson presented the deputation. NOTED:

a. There were a significant number of academic studies which showed the impact of low incomes and debt on health outcomes.
b. Dr Angel Donkin of the Institute of Health Equity argued that "Income impacts on health directly; for instance insufficient money to heat your home or buy a healthy balanced diet. Cold homes increase rates of respiratory disease, cardiovascular disease, excess winter deaths and mental illness. Inadequate diets increase the risk of malnutrition, obesity, diabetes and cardiovascular disease. Debt impacts on health indirectly through increased stress, depression and anxiety."

c. Job Seekers Allowance has depreciated in value since 1979. It was argued that a benefit claimant receiving £73.10 a week in JSA was unable to provide themselves with a healthy diet. The benefit system was so inadequate that parents needed their child's benefits to survive, and the disabled are forced into destitution when they fail the work capability assessment and their disability benefits are stopped.
d. Rev. Nicholson advised that low birth weight levels were high in Northumberland Park. Poor maternal nutrition and low birth weight had, since 1972, been described as the strongest predictor of poor learning ability, school performance, behavioural disorders and crime by the Institute of Brain Chemistry and Human Nutrition.
e. The Committee was advised that money spent on increasingly unaffordable levels of rent competed with food, fuel and water. The result was a record increase in evictions, record admittance to hospital with malnutrition and unprecedented rises in mortality and infant deaths in 2015 at national level.
f. Northumberland Park was the most deprived ward in the Borough. Rev. Nicholson contended that the Council was required, under the Health and Social Services Act 2012, to improve the health of local population. It was suggested that the Council was already exacerbating the situation by extracting council tax from benefit claimants.
g. It was anticipated that the HDV would exacerbate problems further. Rev. Nicholson argued that council housing was the only housing whose affordability the Council could ensure as landlords. It was feared that the HDV would result in more tenants being at the mercy of a booming housing market. This would result in an even greater proportion of disposable income being spent on rent at the expense of other necessities, leading to even greater poverty and higher levels of ill-health.

In response to the deputation, the Committee sought clarification on what, in the deputee's opinion, effect the HDV would have on housing issues and poverty in the area. In response Rev. Nicholson argued that the biggest effect was that the HDV would break up communities and the local networks that residents relied upon. Rev. Nicholson outlined a recent example where a person was relocated from the Love Lane estate and the pay-off that he received was sequestered by HfH to pay off his rent arrears. In addition, the rent in his new accommodation went up by one band and so he was not offered the exact same terms as he was on previously. Rev. Nicholson advised that this person's dire financial situation was compounded by high rent levels and ongoing rent and council tax arrears. The health and wellbeing of residents was also seriously undermined by deprivation.

The Committee enquired whether the deputee advocated a process of a wholesale refurbishment of an estate as opposed to a HDV style proposal. Rev. Nicholson acknowledged the need to renovate, but he believed that the Council should ensure that existing networks were maintained and that it continued to provide

council housing, as it was the only affordable housing available in the market. The Committee was advised that rent was taking up a huge proportion of disposable income from those on the lowest income and it was affecting people's ability to pay for other essential goods. A further problem with Council Tax and rents was the severe penalties for non-payment and the worsening effect that this had on people's ability to meet their food, heating and transport needs etcetera. Rev. Nicholson advocated that poverty levels and the impact on health were so serious that the HDV would only shift the problem elsewhere.

The Committee sought Rev. Nicholson's views on the Right to Buy scheme and in particular the effects it had on undermining council housing provision, noting that homes built under the HDV would not be eligible for Right to Buy. Rev. Nicholson expressed his opinion that the RTB scheme was a disaster from the beginning but suggested that the disaster would not be solved by the HDV as significant numbers of council housing had already been lost. An exemption from Right to Buy would only affect new homes built by the HDV. Rev. Nicholson welcomed the Council's decision to cover the benefit cap for single mothers, but was concerned at cuts to councils services in general. He warned that access to relief or support services due to personal financial crises were always required within an immediate timeframe.

The Committee acknowledged that there were significant concerns with rent arrears and council tax arrears and that the report had considered ways to alleviate these issues. The Committee sought Rev Nicholson's views on the differences between a secure Council tenancy and a private sector tenancy. In response, Rev. Nicholson advised that secure tenancies contained greater safeguards and were nevertheless preferable but also advised that similar problems existed for both. The main issue was the relationship between income levels and rent levels. Rev. Nicholson commented that, for those on a zero hour contract, there was ever-present risk that they may have no income in a particular month and that this could result in eviction. Rev. Nicholson suggested the Council did not have a duty to re-house single adults who were evicted and that they would effectively be made homeless. In this scenario, there was very little difference between a secure Council tenancy and a private sector tenancy.

38. MINUTES

RESOLVED

That the minutes of the OSC meeting of 27th March be agreed as a correct record of the meeting.

39. MINUTES OF SCRUTINY PANEL MEETINGS

The Committee received and noted the minutes of the following Scrutiny Panels and approved any recommendations contained within:

Children and Young People Scrutiny Panel – 16th March 2017
Environmental & Community Safety – 21st December 2016 & 9th March 2017

The Committee enquired about the status of the Onside group referenced in the minutes of the Children and Young People Scrutiny Panel. Cllr Hearn understood the Purdah period had delayed holding the first meeting.

Councillor Connor undertook to ask the Cabinet Member for Communities to provide an update on the Onside group. **(Action: Cllr Connor).**

40. TERMS OF REFERENCE AND MEMBERSHIP

The Committee received a report which set out the terms of reference and membership of the scrutiny panels for 2017/18. The report also set out the appointment of two Haringey representatives to the NCL Joint Health Overview and Scrutiny Committee (JHOSC).

The Committee noted that that the OSC budget scrutiny meeting for Priority X in January would be chaired by the Chair of budget scrutiny.

The Committee also noted that Cllr Waters was to added to the membership of the Housing & Regeneration scrutiny panel.

RESOLVED

I. To note the terms of reference (Appendix A) and Protocol (Appendix B) for the Overview and Scrutiny Committee.

II. To establish the following Scrutiny Panels for 2017/18:
- Adults and Health
- Children and Young People
- Environment and Community Safety
- Housing and Regeneration

III. To approve the terms of reference/policy areas and membership for each Scrutiny Panel for 2017/18 (Appendix C)

IV. To appoint Councillors Connor and Wright as the two Haringey representatives to the North Central London Joint Health Overview and Scrutiny Committee for 2017/18.

41. NORTH CENTRAL LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE (JHOSC) - AMENDED TERMS OF REFERENCE

The Committee received a report which amended the terms of reference of the JHOSC to ensure the option for the JHOSC to make referrals to the Secretary of State when when responding to formal consultations on substantial developments or variations to local health services.

RESOLVED

I. That the Committee recommend to Council that it delegates formally the right of referral to the secretary of state in responding to formal consultations involving all of the Councils on the JHOSC, pursuant to Regulation 23 (9) of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

42. HOUSING AND REGENERATION PANEL REPORT ON THE HDV

Cllr Ibrahim, Chair of the Housing and Regeneration Scrutiny Panel introduced the report. The Committee was advised that the report was a follow-up to the interim review carried out by the Housing and Regeneration Scrutiny Panel with the intention of providing recommendations on the governance arrangements for the proposed HDV. The Chair of the Housing and Regeneration Scrutiny Panel advised that a number of issues arose during the review which, although falling outside of the agreed terms of reference, the Panel felt prudent to include in the final report.

The Chair of the Housing and Regeneration Scrutiny Panel commented that a key recommendation was around the development of an updated business case for the HDV in light of changing political and economic circumstances. A number of recommendations also reflected concerns that the Panel felt around exclusivity agreements and risk.

The Committee was asked to consider whether the report fell out with the specific terms of reference of the review and whether the Committee accepted the recommendations and findings, on the basis of their importance and relevance to the subject matter.

The Committee AGREED to the revised scope of the review, as reflected in the report.

The following arose during the discussion of the report.

a. A committee member sought assurances around the breadth of evidence that was used to draw the conclusions presented in the report. The committee member also raised concerns that the examples drawn upon in the report did not necessarily reflect the model proposed under the HDV. In response the Chair of the Housing & Regeneration Scrutiny Panel advised that evidence was drawn from a range of different sources including the Centre for London and Oxford District Council, neither of which were opposed to the HDV in principle. The Chair of the Housing & Regeneration Scrutiny Panel emphasised that there was no direct comparison with other schemes due to the nature and scope of the proposed scheme under the HDV and that to some extent this was reflected in the number of recommendations in the Panel's report.
b. In relation to the example of the Sheffield Housing company, which adopted a model with a 50/50 partnership agreement, the Committee was advised that

this example had been noted as part of the evidence gathering process. The panel considered that the Sheffield Housing company had adopted a different structure and that that scheme only related to Brownfield sites, as result, the panel felt that the scheme was a very different model and could not be compared directly with the HDV.

c. The Chair invited Cllr McNamara to address the Committee. Cllr McNamara emphasised that the report and its recommendations received the unanimous support of the Housing & Regeneration Scrutiny Panel. Similarly, the Committee was advised that the evidence gathering process was both objective and robust. It was summarised that, in the view of the Scrutiny Panel member, there were two main conclusions to draw from the process; firstly that alternatives to the HDV did exist and that secondly, more work needed to be undertaken to scrutinise and better understand the implications of the HDV.
d. The Chair of the Housing & Regeneration Scrutiny Panel clarified that recommendation 16f, which proposed a ballot of tenants and leaseholders, was not agreed unanimously by all panel members.
e. The Committee was advised that the external political climate was looking increasingly uncertain; particularly in light of the UK's exit from and future relationship with the EU. The recent General Election result, the resulting protracted process of forming a government and the increased likelihood of another General Election also suggested an increasingly unstable political climate. In light of these reasons, the panel member advocated that the HDV should be put on hold to allow other options to be explored and the business plan to be reconsidered.
f. The Chair of the Children and Young People Scrutiny Panel had three broad areas of concern: A lack of robustness in the related Equality Impact Assessments; the apparent misapprehension that the HDV was not the only way to mitigate the Council's exposure to Right to Buy, and the need to ensure that there was the requisite levels of officer experience and independent advice underpinning the Council's decision making going forward. In response to the last point, the Chair of the Housing & Regeneration Scrutiny Panel drew the Committee's attention to recommendation 9 of the report. The Committee were advised that recommendation 9 should be amended to read: "A professional independent advisor should be appointed, by the Council to *support* the HDV Board to ensure Haringey board members had a clear understanding of the matters put before them and the implications of any decision made by the board."
g. Concerns were raised that the original business case for the HDV dismissed the option of establishing a company that was wholly owned by the Council. A number of other local authorities, such as Brighton & Hove City Council had adopted this model and the Committee was asked to reflect on why, by contrast, there were no examples of 50/50 ventures being implemented. In response to a suggestion that the crucial difference was the scale of development being proposed under the HDV, the Chair of the Housing & Regeneration Scrutiny Panel drew the Committee's attention to recommendation 19; which proposed the establishment of a wholly-owned housing company to purchase and manage HDV affordable homes and target rent social homes.
h. Clarification was sought around whether there would be any decant costs and who would pay those and when. Clarification was also sought on the level of

financial risk to the Council if the HDV was paused at this stage. In response it was noted that as per legal advice sought in relation to the previous report on the HDV, there was no liability to the Council if it withdrew prior to signing the agreement at Cabinet on 3rd July.

i. The Board noted that recommendation 4 around establishing a robust set of measures to audit the work of the HDV should be amended to reflect the fact that it would be the responsibility of Corporate Committee to oversee the audit process not Cabinet.

j. The Legal advisor to the Board commented that recommendations 28 and 29 were actions for the Overview and Scrutiny Committee and asked the Committee to note that it would be for OSC to implement.

The Committee AGREED that the text of Rev. Nicholson's deputation be appended to recommendation 14 of the report and that Cabinet be asked to note its contents.

RESOLVED

I. That the Overview and Scrutiny Committee considered the findings of the Housing & Regeneration Scrutiny Panel at Table 1 of the report.

II. That, with the Committee's comments and amendments incorporated, the report be submitted to Cabinet, on 3rd July for response.

43. OVERVIEW & SCRUTINY WORK PROGRAMME DEVELOPMENT 2017/18

The Chair of OSC introduced the report as set out.

The Chair of the Children & Young People's Scrutiny Panel advised the Committee that the panel would be focusing on three main projects this year:

- Supporting asylum seeking and refugee children
- Care leavers
- Restorative Justice

The Chair of OSC advised the Committee that the terms of reference for the Parks scrutiny project was being developed and would be available shortly.

RESOLVED

I. To agree the outline work programme for Overview and Scrutiny for 2017-18 as per paragraph 4.7 of the report;

II. To approve the draft Scope and Terms of Reference for the Environment and Community Safety Scrutiny Panel's review of Residential Street Sweeping, attached at Appendix A

44. COMPLAINTS UPDATE

This item was deferred to the next meeting of the Committee. **(Action: Clerk).**

45. NEW ITEMS OF URGENT BUSINESS

None.

46. FUTURE MEETINGS

That the future meeting dates be noted:

17th July 2017
16th October 2017
21st November 2017
16th January 2018
29th January 2018
26th March 2018

CHAIR: Councillor Charles Wright

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 17TH JULY, 2017, 6.00 - 11.00 pm

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Kirsten Hearn, Emine Ibrahim & Tim Gallagher

Cooptees: Yvonne Denny and Luci Davin

55. FILMING AT MEETINGS

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

56. APOLOGIES FOR ABSENCE

No apologies for absence were received

57. URGENT BUSINESS

The Chair advised that a call-in had been received in respect of the decision of Cabinet on 3rd July 2017 to enter into legal agreements with the preferred bidder and establish the Haringey Development Vehicle. This was accepted as urgent business.

Under Paragraph 9, Part Four, Section H of the Council's constitution: "Discussion of any called-in decisions shall precede all other substantive items on the agenda of the Overview & Scrutiny Committee".

**Clerk's note: The Committee considered the call-in item as the first item of business, however these minutes follow the order of the agenda. **

58. DECLARATIONS OF INTEREST

No declarations of interest were received.

59. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

The Committee received a deputation from Paul Burnham from Haringey Defend Council Housing in relation to the called-in decision by Cabinet to establish the HDV, who made the following points:

a. The land assembly agreement did not contain a right of return for housing association tenants, instead the Council would have to make an extra payment for each tenant and their right of return. It was suggested that this was symptomatic of the power imbalance of the relationship between the Council and Lendlease.
b. Lendlease did not believe in affordable homes.
c. The documents presented to Cabinet did not show any tenure breakdown for Northumberland Park.
d. The decision to enter into contract with Lendlease contradicted the Housing Strategy and other key Council policies, as a well as contradicting the key aims and principles of the Local Plan.
e. The proposals outlined in the Cabinet report did not deliver what the Council said it would and the Committee was asked to send it back to Cabinet.

In response to a request for clarification from the Committee, Mr Burnham acknowledged that, in relation to his point around tenures, he would have expected to see a breakdown of the number of social homes being built as part of the affordable housing strategy. In response to a request for further information around the alleged contradiction of Council polices and the proposals contained in the HDV, Mr Burnham advised that the Council was in the process of revising its estate renewal and rehousing policy to include a right of return for housing association tenants, which the HDV Land Assembly Agreement stated would not be offered for housing association tenants.

The Committee then received a deputation from Phil Wilkinson, Phil Rose and Sam Leggatt on behalf of Stop the HDV, who made the following points:

a. The voices of Northumberland Park Residents had been completely ignored. Ms Leggatt advised that she was a resident in Northumberland Park and had not been consulted on these proposals.
b. It was unfair to expect members of the public to read and comprehend over 1400 pages of documents in a week.
c. Questions were raised as to why the demolition of the mosque and the Asian centre on Caxton Road were not mentioned in the documents.
d. Mr Wilkinson questioned the transparency of the process with the public, giving the example that he had submitted a Freedom of Information request and been told that there were no minutes of meetings held with Tottenham Hotspur Football Club.
e. No comprehensive risk assessment had been publically disclosed and there were serious questions around a lack of due diligence.
f. Alternative options should be examined.

In response to a query from the Committee on whether undertaking consultation at this stage would be welcomed by residents, Ms Leggatt advised that she did not think there was much use doing so at this late stage. Ms Leggatt advised that the Council had set up a consultation area on Park Lane recently but that the whole process felt very late and out of touch. The Committee sought clarification on the link between the Spurs development and the HDV. Mr Wilkinson suggested that the timing was crucial and questioned whether the timing of the HDV was to accommodate a Spurs building schedule and whether that explained the seeming desire to push this through.

Northumberland Park was adjacent to Spurs and Spurs owned a significant amount of land in the area, the value of which would be affected by redevelopment.

The Committee received a deputation from Gail Wardman and Prof. Michael Edwards on behalf of Highgate residents, who made the following points:

a. It was questioned whether the legal documents which established the HDV could be signed prior to the outcome of a Judicial Review.
b. Concerns were raised about the amount of affordable housing units that would be built.
c. Concerns were also raised about the likelihood of Crossrail 2 being built, given apparent divisions in the Westminster Cabinet. Furthermore, the efficacy of hinging schemes such as the HDV and the Wood Green Area Action Plan on Crossrail 2 as, even if it is introduced, it will not be in place until at least 2030.
d. Proposals to increase the existing capacity on the Piccadilly line may undermine the need for Crossrail 2, further weakening some of the assumptions made around the HDV and the Wood Green AAP.
e. It was questioned why the Wood Green site was favoured for Crossrail 2, if additional capacity can be found through upgrades to the Piccadilly line.

60. MINUTES

This item was deferred.

61. MINUTES OF SCRUTINY PANEL MEETINGS

This item was deferred.

62. CORPORATE PLAN 2015-18 PRIORITY PERFORMANCE UPDATE ON BUILDING A STRONGER HARINGEY TOGETHER

This item was deferred.

63. PROVISIONAL OUTTURN 2016/17

This item was deferred.

64. UPDATED TREASURY MANAGEMENT STRATEGY STATEMENT 2017/18 - 2019/20

This item was deferred.

65. SCRUTINY REVIEW ON FEAR OF CRIME

This item was deferred.

66. OVERVIEW AND SCRUTINY ANNUAL REPORT 2016/17

This item was deferred.

67. OVERVIEW & SCRUTINY WORK PROGRAMME

In addition to the recommendations set out in the report, the Committee AGREED that Councillor Jennifer Mann be removed from the Housing and Regeneration scrutiny panel and that Cllr Adam Jogee be removed from the Environment & Community Safety scrutiny panel.

RESOLVED

I. To agree the indicative scrutiny work programme for the scrutiny panels 2017/18 attached at Appendix 1of the report, having considered the Committee's work programme at its June meeting.

II. To agree the draft scope and terms of reference for the Committee's inquiry into Fire Safety in High Rise Buildings and the Environment and Community Safety's review on Parks, as set out at Appendix 2 of the report.

III. To note the briefing for Members on suicide prevention, as attached at Appendix 3 of the report. This follows the letter from the Chair of the Commons' Health Select Committee on Councils' scrutiny role in relation to suicide prevention plans, and will be taken forward by the Adults and Health Panel.

IV. To note that further review work will be prepared and draft scopes referred to the Committee at future meetings.

68. NEW ITEMS OF URGENT BUSINESS

The call-in of the Cabinet's decision of 3 July *Haringey Development Vehicle: Financial Close and Establishment* was accepted as a new item of urgent business.

Stephen Lawrence Orumwense introduced the Monitoring Officer's report setting out the process and the Monitoring Officer and chief finance officer's view that this decision fell within the policy and budget framework. Following an outline of the process for the call-in meeting, and the possible outcomes available, the Chair invited Councillor Hare to set out why the signatories had requested the Cabinet decision be called in and the alternative action proposed.

Cllr Bob Hare set out his reasons for the Call-in and stated that he did not claim that the decision was outside the policy or budget framework. He believed that the establishment of the HDV should be referred back to Full Council to reconsider the scheme and with a vote on a proposal not to proceed with the scheme. It was felt that the scheme was too risky and offered too few benefits and protections to existing leaseholders and tenants. The regeneration schemes brought about by the HDV would fail to deliver adequate numbers of genuinely affordable social housing and that existing leaseholders would not be able to afford homes on a redeveloped estate.

Cllr Hare advised the Committee that the Liberal Democrats were concerned that a large amount of the papers recommending the Cabinet decision to form the HDV were exempt and had not been seen by the majority of Councillors. Furthermore, proposals for the HDV had failed to take into account the experiences of tenants and leaseholders from other similar schemes undertaken by different local authorities. Cllr

Hare also advised the Committee that the Liberal Democrats were concerned with the choice of development partner, given their record on affordable housing, union blacklisting and over-charging of clients elsewhere. The timing of the proposals poor, given uncertainty around Crossrail 2 and the potential for a significant downturn in the housing market.

The Committee clarified that, should the Call-in be referred to Full Council, it would simply entail Full Council scrutinising the decision rather than the Overview & Scrutiny Committee, and with the same available outcomes of the scrutiny. Full Council would not have the power to decide whether to proceed as Cabinet was responsible for taking executive decisions. Cllr Hare acknowledged the respective roles and functions of Cabinet and Full Council, but stated that the Liberal Democrats felt that the whole Council should be given a vote on it as it was probably the biggest and riskiest decision ever taken by Haringey.

The Committee sought clarification around what aspect of the Member Agreement cast doubt on the guaranteed right of return. Cllr Hare responded that he was concerned with the prioritisation outlined in the documents for a single move from current accommodation, with any move away likely hindering a return, for example, once a child had been enrolled in a different school.

The Chair invited Cllr Clive Carter to address the Committee in support of Councillor Hare's call-in. Cllr Carter sought further information in regard to the wind-up transfer price, enquiring whether it would be a fixed amount or percentage. Cllr Carter also raised concerns regarding a proposal contained in the Cabinet report to acquire properties through a third party in order to avoid paying a premium and asked whether the Council were trying to deny property owners the true value of their homes or businesses.

Cllr Strickland, the Cabinet Member for Housing, Regeneration and Planning responded to the concerns raised, noting that the affordable housing grant had been significantly reduced by the coalition government and that this had put huge financial pressure on the provision of affordable homes. He also sought to reassure the Committee that the decision to establish the HDV had involved a detailed and deliberative two-year process which conformed to EU procurement regulations and had not been rushed in any way.

Cllr Strickland expressed concern that residents did not feel like they had been heard and stated that, further to the Tottenham Futures consultation, the Council would continue to consult with residents. In addition, the Committee was advised that staff would continue work in Northumberland Park and engage with tenants and leaseholders. Cllr Strickland advised that he had been to a number of sessions at the consultation shop at Park Lane and met tenants to answer questions and discuss their concerns.

The Committee heard that, despite there not being a document with the words risk assessment in the title, extensive work had been undertaken to understand and mitigate the level of risk involved and that risk was clearly one of the major issues that the Council had been working on throughout the development of the HDV. In

response to concerns about the commitment to sustainability, the Committee heard that the HDV was committed to achieving a world leading sustainability accreditation.

Cllr Strickland advised the Committee that the example of the Heygate estate was not comparable as it was not a joint venture, and in fact involved land being sold in its entirety to Lendlease, without a categorical right of return – an arrangement not being followed in Haringey. Cllr Strickland reiterated that a right of return for residents was absolutely guaranteed and that this was fundamental to the scheme. Cllr Strickland also advised the Committee that the HDV was one of several parts of a much bigger jigsaw to create new homes and jobs throughout the borough, including the establishment of the largest Housing Zone in London which also had a commitment to 40% availability of affordable homes.

Lyn Garner, Strategic Director of Regeneration, Planning and Development advised the Board that development was not predicated on the Crossrail 2 and that the Wood Green Area Action Plan was over a three to five year trajectory. In addition, no date had been given on the Piccadilly line upgrade.

The Committee then put questions to the Cabinet Member. In response to further questions around the right of return, the Cabinet Member advised that the right of return was guaranteed and that tenants could be offered a new property within the same estate, which would entail a single move from the existing property to a new building without leaving the estate. It was reiterated that tenant choice was at the heart of these proposals and that, whilst tenants would be permitted to move off the estate if they wished, only the tenant themselves would be able to waive their right of return. In response to concerns about the difference between an assured and a secure tenancy, officers advised that they could not offer social tenancies as the HDV, rather than the Council, would be the landlord. Officers advised however, that there was specific provision within the Land Assembly Agreement that assured tenancies would be offered on the same terms as secured Council tenancies.

Officers also advised that a guaranteed right of return would apply to both council tenants and housing association tenants. The responsibility for each category would be slightly different however, with the Council responsible for housing association tenants (in collaboration with the relevant housing association) and the HDV responsible for Council tenants (in collaboration with the Council).

In response to a request for clarification on prioritisation or stipulations around a single move, officers advised that the aim of this was to reduce disturbance and wasted resources on multiple moves; the right of return remained absolute in any scenario. The Committee was informed that the phasing of development on a site-by-site basis would facilitate the tenants' right to return to the same estate – effectively remaining on the same estate. The Committee were assured that no piece of land could be put into the HDV without it confirming to a long list of conditions, which included Cabinet approval.

Cllr Strickland reiterated the principle of there being no net loss in the overall number of housing units, which was enshrined in the documents. The percentage of social and affordable housing units would not be known until the specific plans for each development site were drawn up. The Committee expressed concern about a failure

to commit to a percentage of affordable homes available at target rents, particularly given the high numbers of social tenants currently residing in Northumberland Park. In response, Cllr Strickland advised that it was envisaged that there would be a dramatic increase in the number of all types of homes available in Northumberland Park, which could mean the number of homes available for affordable housing increasing but the proportion decreasing.

The Committee raised concerns at the level of service charges set out in the documentation, noting the annual service charge for a 1 bed flat in an affordable unit was listed as £1440-£1580. Cllr Strickland agreed to write to Cllr Ibrahim to set out the level of service charges for two, three and four bed properties as well as setting out what that service charge would pay for. **(Action: Cllr Strickland).**

Concerns were also raised with the introduction of a VAT payment for the commercial portfolio. In response, the Committee was advised that the matter was still under consideration, but that if it were introduced it would be phased in over a period and that the 20% payment would not be due on day one. Furthermore, discussions were ongoing about what further mitigations could be brought in to support businesses, some of which were set out in the accompanying equalities impact assessment.

In response to a question, Cllr Strickland set out that the arrangements for the HDV were sufficiently flexible to accommodate a change in national policy or if the level of affordable housing grant were increased. Cllr Strickland acknowledged the need to develop the requisite expertise both internally and externally to support the Council and also acknowledged the need to ensure that adequate support arrangements were developed to support Councillor engagement in the process.

In response to further concerns around the nature of the relationship between Lendlease and the Council, it was emphasised that the HDV could only operate within the confines of a business plan, which would be agreed by Cabinet and subject to the usual scrutiny process. Further controls were available to the Council through its role as the Planning Authority and the process of granting planning permission for each site, which would take account of the provision of affordable housing in a development proposal.

The Committee expressed concerns that the deal was heavily weighted in favour of Lendlease and cited the exclusivity clause and the fact that Lendlease would have significant say in the appointment of the independent verification team, as a 50/50 partner. In response officers advised that, although the independent verification team would be appointed by the HDV Board, that only the Council representatives on the Board would be able to vote on those appointments.

The Committee sought assurances over concerns raised by Cllr Carter around the HDV using intermediaries or third parties to purchase properties to prevent paying inflated prices. Officers responded that this was done in order to prevent the price of properties bought by the HDV from being artificially inflated; which had happened in other major development projects. This, however, was not an attempt to pay less than the market rate. Officers also assured the Committee that the proposal to use third party companies only applied to the commercial portfolio and not residential properties.

In response to a question around the permanency of assured social rents and whether they would continue beyond the first move, the Cabinet Member confirmed that they would be held in perpetuity.

The Chair requested a response on the earlier point raised around winding up penalties. Officers advised that the Members Agreement set out the provisions for this and that at the point of the HDV being wound up because of a Council default, the Council would have the opportunity to buy out the relevant amount of assets from Lendlease; the price of which would be independently set plus ten percent. In the instance that the winding up were because of a Lendlease default, then the Council would be able to purchase assets at a discounted rate. Officers acknowledged that there would be a premium paid in certain circumstances if the Council defaulted on agreements.

Officers were asked why the breadth of documents provided to Cabinet for its decision were not made available at an earlier stage, and specifically as part of the scrutiny panel's consideration of the matter. In response, it was noted that the Council had been in closed discussions since the in-principle appointment of Lendlease as the preferred bidder. The Committee was advised that the documents resulted from those discussions and were, therefore, not available any earlier.

In response to further questions around the model of vehicle chosen, the Committee was advised that the documents in the pack highlighted a peak borrowing requirement of around £248m and that a joint venture had the advantage of allowing the Council to diversify the risk of such a large capital outlay. The Committee also sought clarification on why a previous scrutiny recommendation around offering exclusivity on a site by site basis had been rejected. Officers emphasised that the exclusivity arrangements were agreed on a 60/40 basis. Lendlease had exclusivity on the construction of 60% of sites, but that the Council could adopt different models on the other 40%.

In response to concerns raised around the Northumberland Park Community School and the Vale School being within the site allocation plan for Northumberland Park, the Committee noted that the site allocation was not finalised and that any relocation would have to be formally agreed with the schools in question. Officers confirmed that any site costs arising from relocation, would need to be met by the HDV not the Council.

Clerk's note – at this point in the meeting, the Committee passed a motion to exclude the press and public to allow them to move to private session and discuss the exempt section of the report. The meeting then reconvened in public session at 22:50.

Following deliberations, the Committee AGREED that the decision was within the policy and budget framework and voted to send the report back to Cabinet by four votes to one. The Committee agreed to put forward the following recommendations for Cabinet to consider.

1. Clarification of what the overall numbers of social homes at target rent could be expected for Site 1 allocations immediately, as well as a clear commitment to a net increase in homes available for social homes at target rent.

2. Clear commitment to the prioritisation of the absolute right of return
3. That any exclusivity arrangement be on a site-by-site basis, rather than overall exclusivity.
4. To establish a wholly owned company in order to buy up social rented units at target rents
5. A commitment to the Councillor appointed to the social impact vehicle being different to that appointed to the HDV Board
6. Obligation for senior HDV staff to attend and engage fully in the scrutiny process
7. A commitment to an assessment of buildings in community use, prior to their transfer to the HDV, to identify and protect their social and community value.

RESOLVED

That the decision be sent back to Cabinet for reconsideration with the Committee's recommendations.

69. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting by virtue of Paragraphs 3 & 5 of Part 1 of Schedule 12a of the Local Government Act 1972.

70. NEW ITEMS OF EXEMPT URGENT BUSINESS

RESOLVED

The Committee noted the information contained in the exempt part of the report.

71. FUTURE MEETINGS

The future meeting dates were noted as:

16th October 2017
21st November 2017
16th January 2018
29th January 2018
26th March 2018

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 JUNE, 2017, 6.30 – 9.55 PM

PRESENT:

Councillors: Pippa Connor (Chair), Gina Adamou, David Beacham, Patrick Berryman, Eddie Griffith and Peter Mitchell

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

ALSO PRESENT:

Councillor: Jason Arthur, Cabinet Member for Finance and Health

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

None.

3. ITEMS OF URGENT BUSINESS

Following inspection visits in March, the Panel was informed the Care Quality Commission (CQC) had published a report and rated the overall service at Osborne Grove as inadequate. With this in mind and in view of a Cabinet Member signing on 20 June, approving consultation with residents, carers and other stakeholders on the proposal to close the nursing home, the Chair agreed to receive an urgent update on the situation. It was noted that this would be taken under agenda item 12, New Items of Urgent Business.

4. DECLARATIONS OF INTEREST

Cllr Gina Adamou declared a personal interest in relation to agenda items 5, 6, 7, 8, 9, 10, 11 and 12 by virtue of one of her daughters working in Haringey as a social worker.

Cllr Gina Adamou declared a personal interest in relation to agenda items 5, 6, 7, 8, 9, 10, 11 and 12 by virtue of one of her daughters being a teacher.

Cllr Gina Adamou declared a personal interest in relation to agenda items 5, 6, 7, 8, 9, 10, 11 and 12 by virtue of her son working in the teaching and education sector.

Cllr Pippa Connor declared a personal interest in relation to agenda items 5, 6, 7, 8, 9, 10, 11 and 12 by virtue of her sister working as a GP in Tottenham.

Cllr Pippa Connor declared a personal interest in relation to agenda items 5, 6, 7, 8, 9, 10, 11 and 12 by virtue of being a member of the Royal College of Nursing.

There were no disclosable pecuniary interests or prejudicial interests declared by members.

5. AMENDMENT TO THE ORDER OF BUSINESS

AGREED:

(a) That agenda item 5, Deputations/Petitions/Presentations/Questions, be taken after item 9, Update and Lessons Learnt from the Physical Activity for Older People Scrutiny Project.

(b) That agenda item 12, Urgent Business concerning Osbourne Grove Nursing Home, be taken after item 10, Work Programme Development 2017/18.

Clerks note – the minutes follow the order of the published agenda.

6. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

The meeting heard a deputation, led by Rod Wells, from Haringey Keep Our National Health Service Public (KONP).

Following a NHS North Central London (NCL) memo, reported in the Guardian on 21 June 2017, Mr Wells outlined KONP's concerns about NCL's Sustainability and Transformation Plan being a cost-cutting exercise. He said that concern had been voiced by chairs of Healthwatch and that there had not been meaningful consultation.

The Panel was asked to consider the following:

- To put the concerns raised by KONP to the NCL Joint Health Overview and Scrutiny Committee (JHOSC) on 7 July 2017.

- To recommend that NCL commissioners and providers attend the NCL JHOSC on 7 July 2017 to explain what the impact would be.

- To host a day of public engagement for Haringey residents so planned changes could be properly debated.

- To recommend to the NCL JHOSC on 7 July 2017 an ongoing programme of public consultation to inform all residents within NCL (with events in all boroughs).

The Chair thanked Mr Wells for his contribution and informed the Panel that the issues raised by KONP would be considered by the NCL JHOSC on 7 July 2017. Moving forwards, it was agreed that the Panel should receive regular updates on the work of the NCL JHOSC.

AGREED:

(a) That the deputation from Haringey Keep Our National Health Service Public be noted.

(b) That the issues raised by Haringey Keep Our National Health Service Public, including those relating to public engagement and consultation, be considered in more detail by the NCL Joint Health Overview and Scrutiny Committee on 7 July 2017.

(c) That updates on work undertaken by the NCL Joint Health Overview and Scrutiny Committee be considered by the Panel at each meeting.

7. MINUTES - 6 MARCH 2017

It was noted that the minutes of the meeting held on 6 March 2017 would be reported to the next meeting.

8. TERMS OF REFERENCE AND MEMBERSHIP

Christian Scade, Principal Scrutiny Officer, introduced the report as set out.

AGREED:

(a) That the terms of reference and protocol for Overview and Scrutiny be noted; and

(b) That the policy areas, remits and memberships for each Scrutiny Panel for 2017/18 be noted.

9. APPOINTMENT OF NON VOTING CO-OPTED MEMBER

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

AGREED:

(a) That Helena Kania be appointed as a non-voting co-opted Member of the Adults and Health Scrutiny Panel for the 2017/18 Municipal Year.

(b) That the appointment of non-voting co-opted Members to the Panel be reviewed on an annual basis, at the first meeting of the 2018/19 Municipal Year.

10. UPDATE AND LESSONS LEARNT FROM THE PHYSICAL ACTIVITY FOR OLDER PEOPLE SCRUTINY PROJECT

Jeanelle de Gruchy, Director for Public Health, and Christian Scade, Principal Scrutiny Officer, provided an update on the response to the recently completed Physical

Activity for Older People Scrutiny Project. The Panel was informed the response, set out in Appendix A to the report, had been agreed by Cabinet on 20 June 2017 and the Panel went on to consider lessons learnt from the project.

In terms of process, feedback from officers and Members highlighted the following had worked well:

- Non-political

- Well scoped with clear links to strategic priorities

- Focusing on a theme, rather than an individual service

- Sound methodology incorporating a wide range of evidence/perspectives

- Arrangements enabled discussion and consensus building between key stakeholders.

In terms of outcomes from the project the Panel agreed the following underlined evidence of achievement:

- Findings aligned to Haringey's overall strategic approach

- Recommendations evolved from the best research available

- Suggestions for change took into account the local situation

- The final report promoted opportunities for improvements across the system

The Panel also identified areas for improvement, including:

- The need for further engagement with residents and service users

- The need to ensure the scope for project work translated into each evidence gathering session

- Developing SMART(er) recommendations by sharing findings with officers and Cabinet Members earlier in the process

- The need to give greater consideration to resources and funding implications to ensure all recommendations put forward are achievable

- The importance of having due regard to the Council's Public Sector Equality Duty

In conclusion, the Panel agreed that overall the positive response from Cabinet demonstrated the potential of the Overview and Scrutiny function, especially in terms of making improvement across a system.

AGREED:

(a) That the update from the Director for Public Health and Principal Scrutiny Officer be noted.

(b) That Cabinet's response to the Physical Activity for Older People Scrutiny Project, attached at Appendix A to the report, be noted.

(c) That an update on the implementation of the recommendations be considered by the Panel in March 2018.

11. WORK PROGRAMME DEVELOPMENT 2017/18

Christian Scade, Principal Scrutiny Officer, introduced the report and advised that the Overview and Scrutiny Committee was responsible for developing an overall work programme, including work for its standing scrutiny panels. The Panel was informed that in putting this together, the Committee would have regard for suggestions put forward by each Panel, their capacity to deliver the programme, and officers' capacity to support them in that task.

It was agreed that issues set out in Appendix A of the report should be included in the Panel's work programme for 2017/18. The Panel also agreed the following should be considered:

- Meals on Wheels - feedback on the consultation exercise that was agreed by a Cabinet Member signing in June

- Health issues/concerns relating to the Haringey Development Vehicle

- Disability Related Expenditure - feedback on the consultation exercise that was agreed by a Cabinet Member signing in June 2017

- Issues, highlighted in the minutes from other agenda items including the deputation and urgent business

In addition, the Panel was informed of project work being led by the Housing and Regeneration Scrutiny Panel (HRSP) and the Environment and Community Safety Scrutiny Panel (ECSSP):

- The impact of tall buildings and high density development on residents way of life, including public health (HRSP)

- The conditions and attitudes towards social housing in Haringey (HRSP)

- Parks and Open Spaces (ECSSP)

It was recognised work in these areas would be cross-cutting and that as a result the Panel would be able to contribute (if they wanted). The Panel was informed that further information was available from the Scrutiny Support Team.

AGREED: That, subject to the additions, comments and amendments, referred to above, the items outlined in Appendix A of the Work Development Report be approved and recommended for endorsement by the Overview and Scrutiny Committee on 17 July 2017.

12. PRIORITY 2 - TRANSFORMATION UPDATE

The Panel received a presentation on the funding and resources available for Corporate Plan Priority 2.

Beverley Tarka, Director, Adult Social Services, commenced the presentation by explaining that the vision for Priority 2 (P2) was to enable all adults to live healthy, long and fulfilling lives. The Panel was informed the P2 Transformation Programme supported this vision by driving the delivery of MTFS savings, with an overall strategy to maximise the independence and wellbeing of residents and managing future demand for services and associated budgets. It was noted that work in this area involved working with key stakeholders and building on evidence from across the sector and was informed by the Design Framework for Integrated Health and Care.

Ms Tarka went on to provide information on the following:

- The P2 budget for 2017/18, totalling £95.4 million

- The total budget for adults social care, totalling £80.5 million

- Care packages by provision, totalling £63.1 million

- Care packages by age and primary support reason

In terms of the social care precept, the Panel was informed that the precept had been levied at 3% in 2017/18 with a total value of £2.7 million. The Panel was informed that this money would be used to protect social care services and the Council would improve outcomes for people by working in close partnership with the NHS in order to enable all adults to live healthy, long and fulfilling lives. It was noted that the Council would use the precept to develop a sustainable adult health and social care system through the following projects: Prevention; Stronger in Communities; Intermediate Care; Operations and Commissioning; Market and Brokerage. Further information was then provided on each project.

John Everson, Assistant Director, Adult Social Services, advised that Haringey's Design Framework for Health and Social Care set the foundations for full integration of health and social care by 2020. In response to questions, Mr Everson outlined the importance of the Better Care Fund (BCF) and highlighted both achievements and areas for improvement following a review of work carried out during 2016/17.

BCF Review 2016/17 –

Achievements	Areas for Improvement
More support for people with dementia through dementia navigators	Increase impact on non-elective admissions
Over 1600 people discussed in multi-disciplinary teleconferences to improve their health and social care packages	Increase referrals into Locality Team
Successful falls prevention workshop across Haringey, Camden and Islington	Work with frequent callers to London Ambulance Service / frequent attenders at A&E
Implementation of an Advanced Care Planning Facilitator in care homes supporting end of life	Increase the scale of Discharge to Access across all hospitals
Expansion of Rapid Response providing urgent health and social care within 2 hours, 7 days a week	Improve non-emergency patient transport and medication on discharge from hospital
Successful implementation of simplified discharge pathway from hospital led by reablement, being used as a model across NCL	Develop further work to support health and wellbeing in care homes
Implementation of reablement flats in Protheroe House – winning national housing award	Develop demand and capacity plans for intermediate care
180 patients supported to self-manage their Long Term Conditions via “Expert Patient” type groups	Build capacity of organisation to deliver information, advice and guidance
Approved funding for Local Area Coordination	Supporting the attitudes, behaviours and culture to embed integrated working
Secured funding for an Integrated Digital Care Record Across NCL	Implement an Integrated Digital Care Record

Moving forward, the Panel was informed that national guidance for the BCF had not been published and that as a result plans for 2017/18 had not been finalised yet. The following points were considered:

- Targets for BCF Outcomes

- The fact 24 different services received funding and that all previous BCF services would continue to be commissioned following a service review and prioritisation

- The fact that four national conditions for the BCF had been met i.e. a jointly agreed plan; maintenance of social care; funding out of hospital services; and managing transfers of care.

In response to questions about the Health and Wellbeing Board, the Panel was informed that the BCF maintained rigorous and inclusive governance arrangements.

Charlotte Pomery, Assistant Director, Commissioning, provided an update on Day Opportunities Transformation. In addition, and following an invitation from the Chair, Mary Langan, Autism Partnership Board, Learning Disabilities Partnership Board provided an update on developments at Ermine Road Day Centre, including some of the challenges faced by service users and carers.

In setting the scene, Ms Pomery commented that the challenge for day opportunities, in order to deliver MTFS savings, was to transition out of a buildings based service model and to improve day services for people with dementia and learning disabilities. It was noted that the vision was to develop a decentralised, hyper-local, highly connected community resource and a responsive marketplace that connected people with the things they wanted to do.

The Panel was reminded that an initial co-production workshop had highlighted a need to focus on:

- Developing the day opportunities market – having more providers to support people's needs

- Testing Care Navigation – working with users to help them make the right choice to meet their needs

- Making the most of the Haynes and Ermine Road as community hubs

- Making sure people can find information that they need about day opportunities

With this in mind, Ms Pomery went on to outline work that had been done in relation to market development, care navigation, developing community hubs, and access to information. The following points were noted:

- Market development
    - The work that had taken place with the community sector and private suppliers in order to gauge capacity and to increase choice for service users
    - The setting of clear expectations concerning fees and quality as part of externally commissioned provision
    - The development of a Day Opportunities Provider Quality Assurance Framework

- Care navigation
    - The use of support plan meetings to bring as much information as possible about different options to help service users navigate the market
    - Once support plans had been completed, Brokerage had worked to identify services to meet identified outcomes
    - All transitions had been completed and 6 week reviews had taken place

- Haynes and Ermine Road Hubs
    - The Hub Service Specification which had been developed through Co-production Groups
    - The appointment of Hub Managers

  - The development of a new model on both sites

- Access to information about day opportunities
  - The work that had taken place to improve and refine Haricare in order to make it easier to use and more user-focused
  - Options for a new digital offer which would bring together assessments, information, advice, guidance and local knowledge

During the discussion the Panel was informed that a number of lessons had been learnt. For example, navigating lots of different options could be complex and that matching outcomes to the provider offer was very personal. In addition, work was needed to facilitate participation in "universal" activities such as leisure activities. The Panel went on to consider next steps for the project, including:

- The fact that the hubs at the Haynes and Ermine Road would be piloted in house for 6 months before a decision on a future provider was taken

- The work that would continue to develop a range of opportunities in the community, including improved access to universal services

- The monitoring of day opportunities provision, including externally commissioned services under the Quality Assurance Framework

- The need to capture user and carer feedback in order to help address gaps in the market

- Using intelligence from quality assurance in order to support market development

- Work to expand the use of Personal Assistants

- Developing work with the Dementia Action Alliance on access to universal services

In response to questions, the Panel informed that consideration would also be given to introducing a Dynamic Purchasing System for Day Opportunities Providers.

The presentation concluded with an update on the Priority 2 Performance Dashboard. It was noted further information about the Dashboard could be found online via: http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together/p2

AGREED:

(a) That the presentation outlining the funding and resources available for Corporate Plan Priority 2 be noted.

(b) That an update on Haringey's Design Framework for Health and Social Care be considered by the Panel at its next meeting (10 October 2017).

13. NEW ITEMS OF URGENT BUSINESS

Following inspection visits in March, the Panel was informed the Care Quality Commission (CQC) had published a report and rated the overall service at Osborne Grove as inadequate. With this in mind and in view of a Cabinet Member signing on 20 June 2017, approving consultation with residents, carers and other stakeholders on the proposal to close the nursing home, the Chair agreed to receive an urgent update on the situation.

The Panel was informed that in November 2015 a decision had been taken by Cabinet to retain Osborne Grove as a nursing and residential provision. It was noted that the site in Stroud Green comprised a 32-bedded nursing unit, with a day centre space and a large car park.

In response to questions, the Panel was informed that since this decision the nursing home had been subject to a local authority led “Establishment concerns” process in order to manage a number of essential improvements to service user safety and the quality of care. Alongside this, it was noted the CQC had inspected the home in December 2016, and again in March 2017, and that the home continued to be under special measures with its overall CQC rating being “Inadequate”.

Beverley Tarka, Director for Adult Social Services, explained that an embargo was in place and that 18 residents were currently living on the site (down from 32 at full occupancy). The Panel was informed that issues at Osborne Grove were entrenched and linked to ineffective management and significant competency and performance issues. Ms Tarka advised that despite significant resource investment from the Council it was likely, given the lack of improvements, that the current range of issues would remain for the foreseeable future.

Given the above, including protracted staffing issues which were impacting adversely on the standards required to ensure compliance, the Panel was informed, based on quality of care and safety grounds, that the proposal for Osborne Grove was closure.

During the discussion, consideration was also given to a variety of issues, including:

- Questions around nursing home capacity both within Haringey and across North Central London.

- The requirement for a period of consultation with residents, family members and other stakeholders before any final decision was made.

- The need to set out a range of options was considered and the Panel was informed, given the severity of the situation, that the primary concern had to be the quality of care offered to patients. It was noted that Cabinet would have the final decision on the outcome of the proposals.

- The fact that there was an option to continue the previous Cabinet decision (November 2015) to develop additional reablement and intermediate care provision on site in partnership with the NHS. However, the on-going concerns with quality of care and resident safety had made this position untenable

In response to questions, officers advised significant resources had been put into bolstering management and service delivery at Osborne Grove and that there was always an option to retain use of the facility if, for instance, a further CQC inspection reported significant improvements in care standards. The Panel was informed further information about the CQC's findings could be found online via the following web-link:

- Date of publication - 30 May 2017

- Date of publication - 7 February 2017

The Panel asked where patients would go if the site was closed and when information would be available. Officers advised that they would be speaking to patients and their families on an individual basis and would seek their input as to what type of provision they would like to receive. Officers also reiterated that patients affected would receive a further reassessment of need in the eventuality that the nursing home was closed . It was acknowledged that there would be further conversations with patients independent of the outcome of the consultation and that this was normal practice given peoples' needs changed over time.

In conclusion, the Chair thanked Sharon Grant OBE, Chair Healthwatch Haringey, for contributing to the discussion on this item. The Panel also agreed that Healthwatch Haringey should be involved in developing proposals for Osborne Grove moving forward.

AGREED:

(a) That the urgent update concerning Osborne Grove nursing home be noted.

(b) That further updates on Osborne Grove be considered by the Panel, with the timing of the next update to be confirmed as part of the agenda planning process for 2017/18.

14. 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: Councillor Pippa Connor

Signed by Chair ……..

Date ……

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MINUTES OF THE MEETING OF THE ADULTS AND HEALTH SCRUTINY PANEL HELD ON MONDAY, 6TH MARCH, 2017, 6.30 - 9.51 pm

PRESENT:

Councillors: Pippa Connor (Chair), Gina Adamou, David Beacham, Patrick Berryman, Eddie Griffith and Peter Mitchell

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

ALSO PRESENT:

Councillor: Jason Arthur, Cabinet Member for Finance and Health

51. 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'.

52. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Cllr Charles Adje.

53. ITEMS OF URGENT BUSINESS

None.

54. DECLARATIONS OF INTEREST

Cllr Gina Adamou declared a personal interest in relation to agenda items 8, 9, 10,11, 12, 13 and 14 by virtue of one of her daughters working in Haringey as a social worker.

Cllr Gina Adamou declared a personal interest in relation to agenda items 8, 9, 10, 11, 12, 13 and 14 by virtue of one of her daughters being a teacher.

Cllr Gina Adamou declared a personal interest in relation to agenda items 8, 9, 10, 11, 12, 13 and 14 by virtue of her son working in the teaching and education sector.

Cllr Pippa Connor declared a personal interest in relation to agenda items 8, 9, 10, 11, 12, 13 and 14 by virtue of her sister working as a GP in Tottenham.

Cllr Pippa Connor declared a personal interest in relation to agenda items 8, 9, 10, 11, 12, 13 and 14 by virtue of being a member of the Royal College of Nursing.

There were no disclosable pecuniary interests or prejudicial interests declared by members.

55. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

The Chair informed the Panel that requests to speak in relation to Day Opportunities in Haringey, agenda item 11, had been received. It was noted that these requests would be taken as part of agenda item 11.

56. MINUTES - 1 DECEMBER 2016

AGREED: That the minutes of the meeting held on 1 December 2016 be approved as a correct record.

57. MINUTES - 20 DECEMBER 2016

AGREED: That the minutes of the meeting held on 20 December 2016 be approved as a correct record.

58. AMENDMENT TO THE ORDER OF BUSINESS

AGREED:

(a) That agenda item 11, Day Opportunities in Haringey, be taken after item 8, Update Regarding General Practice in Haringey.

(b) That agenda item 9, Cabinet Member Q&A, be taken after item 10, Community Wellbeing Framework Update, and item 12, Osbourne Grove – Verbal Update.

Clerks note – the minutes follow the order of the published agenda.

59. UPDATE REGARDING GENERAL PRACTICE IN HARINGEY

Cassie Williams, Assistant Director for Primary Care Quality and Development, provided an update in relation to Haringey CCG's work on estates.

Ms Williams commenced her presentation by focusing on the Haringey and Islington joint Local Estates Strategy. The Panel was informed that the strategy:

- Highlighted areas of greatest need for estates development as part of regeneration schemes, including Tottenham Hale, Wood Green, Northumberland Park, and Green Lanes.

- Would ensure a strategic approach to estates development. This would help meet local need and ensure the CCG could accommodate the General Practice model of the future.

The Panel went on to consider a range of issues in relation to the General Practice model of the future. The following points were discussed:

- The importance of disability access, including car parking.

- Access to specialist advice when needed without having to go to hospital.

- A practice staff team who specialise in a range of areas to provide a range of services.

- Stop smoking services, befriending, patient self-management.

- Access to social care support, social workers, employment or housing advice.

- Rapid help to prevent hospital admissions and to help people get home.

- High quality service in every practice.

- The importance of prevention.

- The ability to do things online and, importantly, speak to a clinician when required..

- Ensuring a quality support team including district nurses, health visitors, physiotherapists, and community psychiatric nurses.

In terms of meeting the estates challenge, the Panel was informed of three successful bids for the Estates and Technology Transformation Fund: (i) Tottenham Hale; (ii) Green Lanes; and (iii) Wood Green. It was noted that the potential investment was £11 million although it was highlighted there was still work to be done to secure the funding, including:

- Project Initiation Document - successfully completed

- Outline Business Case (OBC) – in progress

- Confirmation of GP practices to be relocated (expected April 2017)

- Ongoing discussions with developers concerning building design

- Full Business Case – initiated subject to OBC approval

The Panel was informed that the work above was progressing well and Ms Williams concluded her presentation by providing an overview of other estates work. The following points were noted:

- Eight practices had submitted expressions of interest for Improvement Grants in 2016 for delivery in 2017/18 and 2018/19.

- These improvements grants would allow buildings to be improved to improve access and support improved disability access, infection control management etc.

The Panel was informed each expression of interest required NCL approval, in order to progress, and that six of the eight practices had been approved. It was noted that four were due to be progressed in 2017/18 while two would progress in 2018/19.

AGREED:

(a) That the update on Primary Care, focusing on estates, be noted.

(b) That an item on Primary Care, with information on how far patients travel to see their GP and an update on GP recruitment, be included in the Panel's future work programme for Autumn 2017 (date TBC).

60. CABINET MEMBER Q&A

The Panel received information on the work of the Cabinet Member for Finance and Health, Councillor Jason Arthur.

Councillor Arthur commenced his presentation by providing an update on work that was taking place to progress Haringey's proposals for London's Health and Care Devolution Programme. Councillor Arthur went on to provide an update on a range of issues, including:

- The ongoing work being led by the Haringey Obesity Alliance. In terms of the "No Ball Games" review, the Panel was informed that 150 signs had been removed. In addition, Cllr Arthur explained a number of activities, such as Haringey's Weekend of Play, were planned to raise awareness of problems associated with obesity and to encourage residents to become more active.

- An update on Haringey's Community Sexual Health services. The Panel was asked to note that further information, including reasons for recent decisions, was provided in reports considered by Cabinet in December 2016 and January 2017.

- The fact that Barnet, Enfield and Haringey Mental Health NHS Trust had recently been awarded a national Health Service Journal (HSJ) award for Project Future. The Panel was informed that the service, based in Tottenham, was provided in collaboration with MAC-UK and Haringey Council. The Panel was informed that the project, funded by the Big Lottery Fund, helped young people to get back into education, employment and training, and to engage with mental health services.

- An update on care package reviews. This included an update on review work completed by Capita and the Panel was informed that work in this area was about promoting independence in a sustainable way.

During the discussion a wide range of issues were considered in relation to carers, including support, respite, and the assessment process, and in relation to UNISON's ethical care charter. It was agreed that an update, with input from the CCG, on the support available to carers should be included in the future scrutiny work programme for consideration during 2017/18.

In response to questions, Cllr Arthur explained that in setting a budget for 2017/18 the Council had approved an increase in council tax of 3% relating to the adult social care precept. It was noted the levy would be added to bills in 2017/18 and 2018/19 and would bring in an additional £2.7 million per year that would be ring-fenced. The Panel asked for further information about Haringey's adult social care budget, including the use of the precept, and it was agreed that this should be considered at the next meeting.

In addition, findings from the Supported Housing Review were discussed. The Panel noted that supported housing was funded by two council departments, Housing and Social Care. Cllr Arthur explained that the review had involved obtaining a range of stakeholder views, through quantitative and qualitative means, on current supported housing provision, support models, and built environments across the borough. It was highlighted that this work had been completed in light of a changing housing and social care landscape which emphasised a need to modernise and diversify the housing support offer. The Panel was informed that the findings and recommendations from the review would be considered by Cabinet on 14 March 2017.

AGREED:

(a) That the update from the Cabinet Member for Finance and Health be noted.

(b) That the items suggested for future scrutiny, highlighted in the minutes above, be included in the Panel's work programme for 2017/18.

61. COMMUNITY WELLBEING FRAMEWORK UPDATE

Dr Tamara Djuretic, Assistant Director of Public Health, introduced the report as set out. The Panel was informed that there was a growing body of evidence to suggest non-medical interventions such as social prescribing were effective in improving health and wellbeing and reducing health care utilisation through promoting self management.

It was noted that Neighbourhood Connect (a social prescribing project) had piloted in Haringey in 2015. The Panel was informed that its evaluation had suggested some good outcomes however it had failed to demonstrate value for money and it had struggled to engage effectively with certain hard-to-reach communities to reduce social isolation.

Dr Djuretic explained that learning from this project had indicated a bottom-up approach, focusing on local community assets and building on existing local resources and expertise, was more likely to succeed both in improving health and in being cost-effective and sustainable. Furthermore, Dr Djuretic highlighted that a more strategic approach, with the development of an overall Community Wellbeing Framework, was required in order to initiate a community asset approach, integrate health and care services and to concentrate on preventative interventions that could subsequently reduce demand on services and increase the health and wellbeing of Haringey residents.

In response to questions, Dr Djuretic explained that Local Area Coordination was about providing a well integrated and co-ordinated care pathway with a single access point. It was noted that the pathway would be designed locally to address key priority objectives of primary, community and social care, to reduce social isolation, promote social connectiveness and reduce health and care needs.

The following issues were considered by the Panel in relation to social prescribing and Local Area Coordination:

- The Sustainability and Transformation Plan for North Central London, including Care Closer to Home Integrated Networks (CHINs).

- A recent report by the London Healthy Partnership that suggested an opportunity for Haringey CCG to save £20,131,351 by 2021.

- Governance arrangements for the Better Care Fund.

The Panel was informed that the new model would be delivered within existing services (e.g. primary care, libraries, VSC, etc) and would work alongside existing local programmes including Community Hubs. It was noted that an extended stakeholder engagement event would be held during the design phase of the programme to co-develop an evidence based programme that reflected and built upon previous learning and local circumstances and priorities. The Panel was informed that the model would integrate with other community schemes.

In response to questions, Dr Djuretic explained that the model would use a prevention based approach to proactively identify, and target, high risk and hard-to-reach groups, in particular:

- Older people with multiple long term conditions

- Groups identified by NHSE work e.g. falls, diabetes

- People with disabilities

- People that are socially isolated who don’t reach out for help before crisis

The Panel was informed that the project would initially be rolled out in areas with high prevalence of poverty, health inequality and poor life expectancy. The service would then be evaluated before being expanded across the borough.

Dr Djuretic explained that local area co-ordinators would be recruited from local communities, would be located in a community hub and be supported by existing networks of care coordinators/navigators (as part of the integrated/locality teams). The Panel was informed that the coordinators would support people in a variety of ways, including:

- People not yet known to services to help build resilience and to remain part of their community (staying strong – avoiding need for services).

- People at risk of becoming dependent on services to remain strong in their own community diverting the need for more expensive “formal service” responses (reduce demand).

- People already dependent on services to become less so and more resilient in their own community.

In terms of the components of the framework, it was noted that the following issues would be very important:

- Asset mapping with an electronic, user friendly application, designed and informed by frontline staff and communities.

- Change in mindset and culture across health and social care frontline staff.

- Co-ordination across the borough.

- The skill-set for the co-ordination role, including empathy, local knowledge, wellbeing coaching skills.

- Having a range of different community interventions to support prevention and independence.

The Panel went on to discuss criteria for evaluating the success of the model. Dr Djuretic highlighted Local Area Coordination had a significant evidence base that had been built up over the past 28 years. It was noted that when designed properly, with input from local people together with strong leadership, there was evidence of consistent and positive outcomes, including reductions in: Isolation; Visits to GP and A&E; Dependence on formal health and social services; Referrals to Mental Health Team and Adult Social Care; Safeguarding concerns; Evictions and costs to housing; Smoking and alcohol consumption; and Dependence on day services. In addition, it was noted that recent independent Social Return on Investment evaluations, in both Derby City and Thurrock Councils, had shown a £4 return for every £1 invested.

In terms of next steps, the Panel was informed that funding from the Better Care Fund had been approved and that a number of activities would take place to develop the model and to design how local area coordinators would operate across Haringey. The Panel was advised that the aim was to move from design phase to implementation by summer 2017 and that two co-ordinators would be employed by the Council for Year 1, increasing to three in Year 2.

AGREED: That the update on the Community Wellbeing Framework be noted and that a further update be considered by the Panel in March 2018.

62. DAY OPPORTUNITIES IN HARINGEY

The Chair welcomed the following representatives from the Adult Social Care Planning and Oversight Group, formerly the Co-Production Steering Group, to the meeting:

- Sharon Grant OBE, Chair Healthwatch Haringey, and Chair of the Oversight Group

- Patrick Morreau, The Lewis and Mary Haynes Trust

- Mary Langan, Autism Partnership Board, Learning Disabilities Partnership Board

- Gordon Peters, Chair of the Older People's Reference Group

Charlotte Pomery, Assistant Director Commissioning, introduced the report, as set out, and it was noted that members of the Panel had recently visited both The Haynes and Ermine Road. With this in mind, and following feedback from service users and carers, the Chair explained that the Panel wanted to consider further the transformation processes underway to develop and implement a new model of day opportunities for people with learning disabilities, including complex needs and autism, for older people and for those living with dementia.

The Panel was informed that the day opportunities project was being managed through the programme structure for Corporate Plan Priority 2, reporting to the Priority 2 Board. It was noted the Adult Social Care Planning and Oversight Group had received regular reports on progress, highlighting a number of issues that needed to be addressed. In response to questions, the Panel was informed that two sub-groups, one from Ermine Road and one for The Haynes, comprising users, carers, staff and other stakeholders had recently been established. This was to ensure carers and service users were meaningfully engaged in the development and implementation of the new model.

During the discussion a wide range of issues were considered, including:

- Literature relating to "co-design" / "co-production" and concerns relating to how this related to the day opportunities model in Haringey.

- Some of the difficulties experienced by service users in relation to the reassessment process and the transition to new forms of provision. This included concerns about the design and functionality of Haricare, Haringey's directory for adults who need care and support.

- The importance of dementia awareness training. The Panel was informed the Council had identified up skilling and training staff as an important outcome and it was noted work had taken place to ensure providers did the same.

- The need for effective communication with users, carers and staff throughout the process. The Panel was informed a variety of formats and channels had been used. This had included using the individual reassessment process, regular coffee mornings with carers and updates to Partnership Boards. However, it was recognised that at times throughout this wide ranging process some carers had highlighted that they would have liked more information about the process. This was acknowledged to be an ongoing need and would be monitored through programme arrangements and the Oversight Group.

- The importance of carers to the new model and the need to ensure support and help was provided to help them care for their loved ones whilst also living a fulfilling life themselves.

- The importance of developing a person centred approach to ensure meaningful and stimulating activities for all service users.

In response to concerns raised about the capacity and sustainability of the new model, the Panel was informed substantial work had been undertaken with local providers to stimulate the day opportunities market for older people and people with learning disabilities. Ms Pomery explained work was also underway to ensure mainstream providers, such as leisure services, supported people to access services. It was noted that this had resulted in the establishment of a number of new provisions with an increased set of choices for users.

To ensure the voices of service users and carers were effectively heard and understood, the Panel was informed that a review, led by Dr Roger Green, Centre for Community Engagement Research, Goldsmiths University of London, had been carried out in 2016. This had focused on Haringey's Adult Services Partnership Arrangements. The aim of the review was to:

- Examine the membership, terms of reference, ways of working, and reporting mechanisms of the Adults Partnership Board, the Learning Disabilities Partnership Board and the Autism Partnership Board.

- Consider the principles and practices of co-production and partnership board 'best practice' elsewhere and how they might possibly inform these partnership arrangements.

In view of concerns raised during the meeting the Panel was informed that a key recommendation from the review, concerning day opportunities, was that a shared commitment and understanding to co-production and co-design should be developed and that the role, purpose, number, modus operandi etc of the various partnership boards should be considered via a community workshop during the spring. With this in mind, the Panel agreed they should be kept informed of developments in this area.

In conclusion, Cllr Arthur, Cabinet Member for Finance and Health, provided an update concerning future transport arrangements for The Haynes . The Panel was informed, following an options appraisal, that the current mini bus model would be retained with a driver employed to collect and deliver residents to and from The Haynes.

AGREED:

(a) That the update on Day Opportunities in Haringey be noted.

(b) That further updates on Day Opportunities, including work to stimulate the market and action to ensure effective communication, be considered by the Panel during 2017/18.

63. OSBORNE GROVE NURSING HOME - VERBAL UPDATE

Beverley Tarka, Director for Adult Social Services, and Charlotte Pomery, Assistant Director for Commissioning, provided a verbal update on issues concerning Osborne Grove nursing home.

The Panel was informed the Care Quality Commission (CQC) had carried out an unannounced inspection of the service in December 2016. The inspection team highlighted the service was caring, with people living in the home praising staff and describing them as polite and friendly. However, the CQC concluded, at the time, that overall the service "Required Improvement".

Ms Tarka went on to explain that, as service provider, the council had been served with four enforcement warning notices. These were in respect of safe care and treatment, meeting nutritional and hydration needs, person centred care and good governance.

The issues above concerned the Panel, especially as the previous CQC inspection, carried out in November 2015, had returned an overall service rating of "Good" with all legal requirements being met. In response to questions, Ms Tarka explained that a number of steps had been taken, including:

- The appointment of an experienced nurse consultant in order to provide support in relation to quality issues moving forward.

- The identification of corporate resources to support and deliver service improvements.

In addition, issues relating to Haringey's Quality Assurance Framework, including establishment concern procedures, were considered. To ensure action was completed, and legal requirement met, the Panel was informed that the CQC would carry out a further inspection. These findings would be published, and shared with the Panel, in due course.

Ms Pomery concluded the item by providing information on the future operating model. The Panel was informed that in setting a Medium Term Financial Strategy for 2017-2022 the Council had agreed that an option appraisal should be carried out on how best to achieve a £672,000 savings target while maintaining nursing home provision at Osborne Grove.

The Panel was informed that the first strand of this was to consider whether an alternative provider would offer better quality and better value for money. The second strand was to explore the feasibility of expanding capacity at Osborne Grove. The following points were noted:

- There was significant demand for nursing care and limited capacity in Haringey and locally

- The site had been assessed as underused and offering potential for expansion either to create more nursing beds or extra care sheltered units, both of which were needed locally.

Ms Pomery explained that options for future provision included: a continued in-house operating model, outsourcing to a care provider, the creation of a local authority trading company and the establishment of a joint venture between the council and a care provider. In response to questions, the Panel was informed that Cabinet would consider the option appraisal, with preferred option, in May 2017.

AGREED: That the update concerning Osborne Grove be noted.

64. PHYSICAL ACTIVITY FOR OLDER PEOPLE SCRUTINY PROJECT - VERBAL UPDATE

The Chair provided an update on the Physical Activity for Older People Scrutiny Project. It was explained that evidence gathering had been completed and that a draft report had been circulated via email. It was noted that following comments from the Panel the final report would be considered by the Overview and Scrutiny Committee on 27 March 2017.

AGREED: That the verbal update concerning the Physical Activity for Older People Scrutiny Project be noted.

65. WORK PROGRAMME UPDATE

The Chair provided an update on the Panel's work programme for 2016/17, attached at Appendix A to the report, highlighting several outstanding items for consideration during 2017/18.

AGREED: That, subject to the additions, comments and amendments, referred to under agenda items 8, 9, 10, 11 and 12, the areas of inquiry outlined in Appendix A of the Work Programme Update be approved and recommended for endorsement by the Overview and Scrutiny Committee.

66. NEW ITEMS OF URGENT BUSINESS

None.

67. DATES OF FUTURE MEETINGS

It was noted that the schedule of meetings for 2017/18 would be agreed by Full Council on 20 March 2017.

CHAIR: Councillor Pippa Connor

Signed by Chair ……..

Date ……

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MINUTES OF THE MEETING OF THE HOUSING AND REGENERATION SCRUTINY PANEL HELD ON MONDAY, 6TH FEBRUARY, 2017, 6.35 - 10.10 pm

PRESENT:

Councillors: Emine Ibrahim (Chair), John Bevan, Martin Newton and Zena Brabazon

ALSO PRESENT:

Councillor: Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability

13. 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'.

14. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Cllr Gail Engert, Cllr Tim Gallagher and Cllr Stuart McNamara.

15. URGENT BUSINESS

None.

16. DECLARATIONS OF INTEREST

None.

17. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

18. MINUTES

As outlined in section 8.6 of the minutes from 14 December 2016, it was noted that the Managing Director of Homes for Haringey needed to provide an update to the Panel, on issues raised relating to Move 51˚ North.

AGREED: That the minutes of the meeting held on 14 December 2016 be approved as a correct record.

19. CABINET MEMBER Q&A

The Chair welcomed Councillor Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability, to the meeting.

In view of the Panel's terms of reference, Councillor Goldberg provided an update on his responsibilities relating to Wood Green Regeneration; Sustainability; and Carbon Reduction.

The following points were discussed:

- The work that was taking place to establish a District Energy Network (DEN) for the North Tottenham area to support regeneration, and to commence a procurement process to procure contractor/s to design, construct, operate and maintain the DEN infrastructure, as well as perform billing and metering of customers. It was agreed it was important to keep ward councillors informed of developments in this area.

- Issues in relation to the proposed Haringey Development Vehicle, including consideration of Council-owned sites in Wood Green (Civic Centre, Library, Station Road) identified as part of phase one.

- The Investment Framework for Wood Green (commissioned in October 2014) that aimed to return Wood Green to one of London's top metropolitan town centres. It was noted that alongside the Investment Framework an Area Action Plan would be prepared in parallel. The Panel was informed this would update the planning policy framework and give statutory weight to the spatial development option progressed for the Wood Green area. It was noted this would follow the same process as the Tottenham Area Action Plan.

- The Panel expressed a view that the it was essential to address the issue of the travellers site, in order to achieve the maximum value from the current Civic Centre site. Officers advised that the Council was obliged to re-house any residents in the event that the travellers site were closed, and that the cost of this needed to be taken into consideration against the value that would be added to the Civic Centre site by doing so. It was confirmed that a crossdepartmental group was currently working on the issues around the travellers site at present, including a needs assessment; the outcome of a current legal challenge to the proposed change in the Government definition of travellers was awaited and the impact of this would then be considered.

The Panel was advised that as part of commitments to bring new activities, cultural events and entertainment to Wood Green, the Council had launched a dedicated project to bring vacant land, a car park and buildings in Station Road back to life with funding secured from the GLA to deliver: Creative workspaces; Food and drink events, Art exhibition spaces; and Better evening activities.

The Panel was informed that the first part of this project to be developed was the Green Rooms Art Hotel at 13-27 Station Road which opened in June 2016. In addition, the Council had been working to develop underused offices at 40 Cumberland Road into additional work spaces and studios for local businesses which would open during 2017.

In response to questions, Cllr Goldberg agreed to provide members of the Panel with further information concerning the types of rent and the support that was available to

the Green Rooms Art Hotel, and local businesses using accommodation at 40 Cumberland Road.

During the discussion it was noted there were no BIDs in Haringey. However, the Panel was informed that there was an expectation that Haringey would support and promote the development of BIDs in partnership with local businesses. It was noted that Haringey had commissioned a feasibility study for Wood Green in 2016 – the outcomes had been positive with over 100 businesses responding to surveys and with 67% of businesses interviewed saying a BID would be a good idea. The Panel was informed that in February 2017 Haringey would appoint a specialist consultant to support the development of a BID in Wood Green.

The Panel was advised that as part of the appointment, the BID consultant would deliver a number of projects to demonstrate to businesses how a BID may be able to improve the trading environment.

AGREED: That the update from the Cabinet Member for Economic Development, Social Inclusion and Sustainability be noted.

20. SELECTIVE LICENSING UPDATE

Eubert Malcolm, Head of Community Safety and Enforcement, and Steve Russell, Head of Private Sector Housing, provided an update on additional, mandatory and selective licensing.

The Panel was informed that:

- Mandatory licensing (outlined in Part 2 of the 2004 Housing Act) was initially intended to apply only to larger, higher risk, HMOs of 3 or more storeys occupied by 5 or more people, forming two or more households. It was noted that Haringey had licensed 429 HMOs.

- The Housing Act 2004 had also introduced discretionary licensing:
    - Additional Licensing – to cover HMOs outside of Mandatory Licensing
    - Selective Licensing – to cover all other private sector dwellings (with some exemptions).

- Haringey had introduced two additional licensing schemes:
    - Harringay Ward, although it was noted this was no longer active
    - The Tottenham Scheme. covering all, or in part: Northumberland Park, Bruce Grove, Tottenham Hale and Tottenham Green and Seven Sisters.

- 1174 properties had been licensed in total, with 750 relating to additional schemes.

Mr Malcolm explained that a consultation paper had been issued in November 2016, concerning an extension to mandatory licensing. The Panel was informed that, following responses, the Government had decided:

- Mandatory licensing should cover all relevant HMOs, regardless of the number of storeys.

- Mandatory licensing should be extended to include all flats in multiple occupation above and below business premises.

- A new minimum HMO room size would be proposed for properties that had been licensed under a mandatory HMO or additional licensing scheme.

- To introduce new mandatory licence conditions relating to the disposal of household waste and an automatic 50% licence fee discount for certain purpose built student accommodation blocks.

Despite 81% of respondents being in favour, the Panel was informed that the Government had disagreed that poorly converted blocks of flats should form part of mandatory licensing.

In terms of selective licensing, the Panel was advised that changes to legislation, in April 2015, had meant that local authorities were required to obtain confirmation from the Secretary of State for any selective licensing schemes covering more than 20% of the geographic area or affecting more than 20% of private rented properties.

Mr Malcolm explained that the evidence base for any selective licensing scheme would need to demonstrate:

- An area was experiencing a significant and persistent problem caused by anti-social behaviour.

- Low demand housing

- That some or all of the private sector landlords were failing to take appropriate action to combat the problem

In addition, and as set out in "*Selective licensing in the private rented sector – A guide for local authorities*" (DCLS March 2015), it was noted that since April 2015 conditions had been extended to include one or more of the following: Areas that have a high proportion of PSH; Poor property conditions; High levels of migration (including within a country); High levels of deprivation; High levels of crime.

It was noted that the evidence base for any scheme needed to be robust and in place before consultation. The following points were considered:

- The importance of local authorities identifying the objective(s) that a scheme would help to achieve and how.

- The importance of considering other courses of action available.

- The importance of any scheme being consistent with overall Housing Strategy.

- The need to ensure any scheme was part of a co-ordinated approach when dealing with homelessness, empty properties, ASB etc.

- The need to consider any potential negative economic impact.

- The need to show how partners were working in the designated area to combat ASB, deprivation etc.

Mr Malcolm concluded his presentation by providing an update on the Housing and Planning Act 2016 Consultation on Banning Orders. The following issues were discussed: Civil penalties; The extension of rent payment orders following additional convictions; The national rogue landlord database; Banning orders and management orders.

Moving forwards, it was noted the council would: Keep an eye on the extension of mandatory licensing; Revisit the impact of the Housing and Planning Act 2016; Continue to work on the additional licensing scheme in Tottenham; Determine a way forward in relation to selective licensing.

The Chair advised that this was Mr Russell's last meeting as he was leaving the Council's service. On behalf of the Panel the Chair placed on record her thanks to Mr Russell for all of his efforts in managing the Private Sector Housing Team.

AGREED:

(a) That the verbal update on additional, mandatory and selective licensing be noted.

(b) That an update on selective licensing be considered by the Housing and Regeneration Scrutiny Panel in October 2017.

21. SUPPORTED HOUSING REVIEW

Dan Hawthorn, Assistant Director for Regeneration, provided an overview of the activities and findings of the Supported Housing Review and the steps that would be required to take the project to its completion.

Gill Taylor, Project Manager (Supported Housing Review), provided further information via a presentation. The Panel was informed that supported housing was funded by two council departments, Housing and Social Care, and it was noted it was a preventative provision designed to reduce homelessness and social exclusion and address social care needs.

Ms Taylor explained:

- The Supported Housing Review had commenced in January 2016 as a joint project between Adults and Housing.

- The Review had been a project under Priority 5 of the Corporate Plan with clear links to Priorities 1 and 2.

- The purpose of the review was to consider supply and demand, and the efficacy of support models and built environments for a range of client groups and service types.

- Work in this area would complement and contribute to the Housing Strategy, Homelessness Delivery Plan and planned changes to aids and adaptations and day opportunities.

- Phase 2 of the project concluded with the finalisation of an in-depth needs and gaps analysis report.

- Phase 3 had seen a range of options generated with evidence gathering activities based around the identified gaps in provision.

- Phase 4 would see the project to it's conclusion by approval of it's final recommendations, some of which required Cabinet approval (in March 2017).

During the discussion it was recognised, following the general election in 2015, that major changes in national housing, planning and welfare policy had been introduced. It was explained that this context had been recognised and a framework developed that sought to find relevant solutions amidst a changing housing and welfare landscape that had a significant impact on key strategic priorities.

In terms of findings, Ms Taylor explained that the Supported Housing Review had undertaken an in depth needs and gaps analysis, including a range of quantitative research activities, including but not limited to: population analysis, voids and utilisation performance, financial modelling, cross-borough benchmarking and performance monitoring analysis. It was noted that the aim of this was to create a baseline of numerical data about vulnerable individuals and services to compare the availability, quality and success of services for different groups.

The Panel was informed that the review had prioritised engaging with a wide range of stakeholders. It was noted that the experiences, needs and insights of vulnerable residents and specialist staff had been central to the review's findings. Elected members had also been engaged in the review via regular meetings, including the Panel's Scrutiny in a Day session on older people and a dedicated Members working Group.

In response to questions, Ms Taylor highlighted that a number of universal issues and priorities had emerged from the review, including:

- Supported housing was highlighted as a cost effective resource that reduced and managed demand on a range of other acute and reactive housing and social care provision.

- Despite the preventative intention of housing related support, it was clear that most people who accessed supported housing did so after a period of crisis rather than to prevent one.

- Many of the supported housing delivery models that were in place had not changed for a long period of time and were no longer in line with best practice or the current or projected needs of vulnerable Haringey residents. This had resulted in an imbalance between the amount and type of housing support available and what was actually needed.

- Aspirations for vulnerable people in supported housing was felt to be low, with limited options for increasing independence and inclusion and high rates of eviction, abandonment and repeat stays in supported housing for some client groups.

- A lack of integration between housing support and social care services and strategies had led to inefficient use of resources both human and financial, with clear opportunities to find savings through improved practice.

As well as the universal findings, the Panel was informed that four client groups had emerged as priorities. It was noted that data intelligence and insights from service users and stakeholders had identified a need to modernise, rebalance and strengthen the Council's housing support offer to the following groups as a priority: Older People; Young People; Learning Disabilities; and Mental Health. Ms Taylor informed the Panel of the needs and gaps for each group, as outlined in section 4.18 of the report.

In response to questions, and in view of the issues outlined above, Ms Taylor explained that it was proposed that a Housing Support Transformation Framework would be developed. It was noted that this would act as a driver for change in housing support commissioned by all areas of the Council. The Panel was informed that the framework would provide a set of underpinning principles and delivery recommendations to address issues and opportunities identified by the Supported Housing Review.

The Panel was informed that the proposed principles, set out in section 4.19 of the report, would be based on the following: Cross-cutting prevention; Community Inclusion; Integrating Support and Care; and Commissioning for the Future.

It was noted that the final recommendations of the Supported Housing Review would be considered by Cabinet in March 2017. The Panel was informed that once agreed, the principles above would guide the design and delivery of a refreshed housing support offer, initially for the four priority groups but moving forward these would also underpin commissioning for other relevant client groups.

To ensure supported housing tenants were informed, involved and assured of the Council's commitment to meeting their needs, Ms Taylor concluded her presentation by informing the Panel that a Supported Housing Tenants Charter would be produced alongside the final recommendations.

Following the presentation, the Panel gave feedback that much of the change recommended for supported housing was obvious and overdue, with much of the discussion focussing on improving working practices in supporting older people. The Panel was also keen that sheltered housing tenants should be actively involved in shaping any changes to their service.

AGREED:

(a) That the activities and findings of the Supported Housing Review be noted.

(b) That the Panel's comments, highlighted in the minutes above, be included in the Housing Support Transformation report to Cabinet in March 2017.

22. TOTTENHAM AND WOOD GREEN REGENERATION PROGRAMMES

Helen Fisher, Programme Director, Tottenham Regeneration, introduced the report as set out, providing an update on: The Tottenham and Wood Green Regeneration Programmes; Lessons learned from the (more advanced) Tottenham programme that could be applied to the Wood Green programme; Area Action Plan development and consultation; Supplementary strategies; Consultation (statutory and non-statutory); Communications; Stakeholder engagement; Socio-economic regeneration (the People Priority); High Streets; and Programme management.

Ms Fisher advised that a Regeneration, Planning and Development restructure proposal had been consulted on with officers between December to January 2017. It was noted that the proposal was to bring all regeneration activity together under one Director. The Panel was informed that the proposal would result in resources such as communications and programme management being shared to enable a greater exchange of best practice

In response to questions, the Panel was informed that:

- The sale of Apex House to Grainger Plc was completed in late 2016 and construction work was due to start on site by Spring 2017.

- In November 2015 Cabinet had agreed to make a compulsory purchase order (CPO) to assist in assembling land needed to implement the Wards Corner development as part of the regeneration vision for Seven Sisters and Tottenham. The Panel was informed that the council had received formal notification from the National Planning and Casework Unit in December 2016 advising that the Secretary of State for Communities and Local Government had decided to hold a public local inquiry into the CPO. It was noted that the next stage for the council was to submit its Statement of Case to the Secretary of State and to each remaining objector.

In terms of communications, the information set out in section 6 of the report was noted. The Panel agreed it was important to reach all residents by ensuring effective use of accessible communications formats. It was noted that the following lessons had been learned:

- The importance of having a dedicated resource for communications which enabled regular, timely and targeted communications.

- Clarification of core communication messages supported by a communications strategy and plan.

- The importance of regular, transparent updates making use of a robust website and face to face communications; and

- Enhancing the use of social media and embracing this as an evolving and vital communication channel.

During discussion a number of issues were considered, including:

- Ongoing maintenance issues concerning West Green Road's Pocket Park and the Morrison Yard site on the High Road, Tottenham.

- An update on the N17 Design Studio partnership between Haringey Council, John McAslan and Partners, and the College of Haringey, Enfield and North East London, as outlined in section 9.6 of the report.

- Various issues concerning the funding and investment package for Tottenham, as outlined in section 2 of the report.

- The fact that the Council had held an annual Tottenham conference in July, and had published an annual update to the Tottenham Delivery Plan.

- Issues concerning the Leader of the Council's decision (November 2016) to grant a 99 year lease to Tottenham Hotspur Football Club for their outside broadcast facilities.

- The role of the Tottenham Landowners and Major Businesses Group.

- The work of the of the Wood Green Business Forum, formed in July 2015, including the development of a "Love Wood Green, Shop Wood Green" brand for Wood Green events.

AGREED: That the update on the Tottenham and Wood Green Regeneration Programmes be noted.

23. SUPPORT TO DISTRICT HIGH STREETS

Vicky Clark, Head of Economic Development and Growth, and Suzanne Johnson, Head of Area Regeneration (Tottenham Green, Bruce Gove and Seven Sisters), provided an update on work that had been carried out by the regeneration and economic development teams to support local (District) High Streets. It was noted that work to support high streets comprised of two key components:

- On-going business engagement work to encourage and support high street traders groups

- Physical/enhancement works.

In terms of business engagement and support, the Panel was informed that the High Streets and small business sector were important for meeting Haringey's corporate

growth priorities and for contributing to the well-being of the borough in the form of employment and community cohesion. Ms Clark explained that, as there was not a borough-wide Chamber of Commerce, it was imperative that the Council undertook engagement and outreach work to sustain and encourage growth.

Ms Clark advised that the council worked directly with the existing High Street business fora of the Wood Green Business Forum, Green Lane Traders Association and Tottenham Traders Partnership. It was noted that many of the traders groups formed when faced with a specific issue such as crime or car parking and would fade away when the matter had been resolved. For example, in 2016, the Council provided co-ordinated support to the traders of Wightman Road who had been affected by road works.

In response to further questions, Ms Clark advised that traders in Hornsey High Road were looking to form a business group whereas those in Muswell Hill and Myddleton Road were established and focused on organising their own local events without much involvement from the Council.

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

- The impending diminution of the Rate Support Grant

- The Council's Business Rates Relief Policy.

- The support provided by the Council in relation to Small Business Saturday – a national campaign that takes place on the first Saturday in December.

- The regular meetings held between the Council's Chief Executive and the Haringey Business Alliance – an umbrella group representing the business fora and traders groups across the borough.

It was acknowledged that winning the trust and cooperation of High Streets and small businesses through business engagement and outreach work was a slow and laborious process. However, it was noted that recent engagement / interceding activities had resulted in increased footfall in the High Streets, thereby improving the financial and employment sustainability of the businesses and further investments from the businesses in the local area.

Ms Clark concluded by informing the Panel that business groups were also provided with proactive support from the Council to undertake specific streetscape improvement works.

The Panel considered the tables on pages 41-43 of the agenda. This information summarised schemes that were being implemented and those enhancements that had been completed over the last decade. It was also noted that Myddleton Road had been voted the London winner in the Great British High Street of the Year Awards (2016).

AGREED: That the work being undertaken to support local (District) High Streets across the borough be noted.

24. LONG MEETING

Before consideration of the Work Programme Update, the Panel considered whether to adjourn the meeting at 10.00pm or continue to enable further consideration of the case in hand.

The Panel **AGREED** to suspend standing orders (Part 4, Section B, Committee Procedure Rules 18) to continue the meeting beyond 10.00pm.

25. 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 discussion, the Panel was informed that the terms of reference for scrutiny (stage 2) of the Haringey Development Vehicle would be confirmed by the Overview and Scrutiny Committee before the end of March. With this in mind, the Panel agreed evidence gathering should be completed before Easter and that the terms of reference, for this task and finish project, should include the following:

- To establish and provide recommendations on the feasibility of the proposed joint venture model of council tenants being re-housed on rent matching that of an equivalent council property and on the same terms, either on the estate or elsewhere in the borough, according to their choice;

- To establish and provide evidence and recommendations on whether the HDV can deliver a tenancy and evictions policy which protects vulnerable tenants in the same way as council tenancies do;

- To establish and provide recommendations on whether overcrowded tenants can be offered a replacement property of a size that meets their needs;

- To further establish and provide recommendations on whether the financial arrangements of the proposed HDV adequately protect the Council's interest;

- To consider the impact of the HDV on the Council's Commercial Portfolio, including the impact on current businesses and those who work in them;

- To consider the impact of the HDV on Metropolitan Open Land;

- To consider the equalities impact of the HDV;

- To further establish the risks of the venture and make recommendations on whether these risks can be adequately mitigated.

AGREED: That, subject to the additions and comments above concerning scrutiny of the Haringey Development Vehicle, the areas of inquiry outlined in Appendix A of the Work Programme Update be approved and recommended for endorsement by the Overview and Scrutiny Committee.

26. NEW ITEMS OF URGENT BUSINESS

None.

27. DATES OF FUTURE MEETINGS

The Chair referred Members present to item 14 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

CHAIR: Councillor Emine Ibrahim

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE HOUSING AND REGENERATION SCRUTINY PANEL HELD ON TUESDAY, 7TH MARCH, 2017, 7.30 - 9.35 pm

PRESENT:

Councillors: Emine Ibrahim (Chair), John Bevan, Gail Engert, Tim Gallagher, Martin Newton, Zena Brabazon and Stuart McNamara

ALSO PRESENT:

Councillor: Alan Strickland, Cabinet Member for Housing, Regeneration & Planning

28. 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'.

29. APOLOGIES FOR ABSENCE

It was noted that apologies for lateness had been received from Cllr Stuart McNamara.

30. URGENT BUSINESS

None

31. DECLARATIONS OF INTEREST

None

32. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None

33. MINUTES

It was noted that the minutes of the meeting held on 6 February 2017 would be reported to the next meeting.

34. COMMUNITY INFRASTRUCTURE LEVY - GOVERNANCE ARRANGEMENTS

Emma Williamson, Assistant Director for Planning, introduced the report as set out.

Ms Williams commented that during 2015/16 the Housing and Regeneration Scrutiny Panel had conducted a review of the Haringey Community Infrastructure Levy (CIL). It was noted that the report provided an update on the actions that had been agreed by Cabinet in May 2016 in response to the Panel's recommendations.

In accordance with recommendation 1, and as set out in Appendix 1 to the report, Ms Williams explained that work had commenced on reviewing the Haringey CIL charging schedule. The Panel was informed that a report to Cabinet, in January 2017, had presented viability evidence that supported only an increase in CIL rates in certain parts of the borough, namely, Seven Sisters, St Ann's, West Green, Bruce Grove, Tottenham Green, and Tottenham Hale wards.

During discussion a range of issues were considered in relation to land values and sale prices. The Panel queried why the CIL rate was lower in north Tottenham when compared to the south of Tottenham and asked for further information on the methodology used by BNP Paribas to identify what Community Infrastructure Levy rates would be viable in Haringey.

The Panel was advised that consultation on the Preliminary Draft Charging Schedule would take place from 10 March to 21 April 2017. The Panel was informed that the findings, including comments on a revised Regulation 123 List (the list of infrastructure types the Council intended to spend its CIL on) and the Council's proposed governance arrangements, would be presented to Cabinet during autumn 2017. The process for Public Examination of the Draft Charging Schedule was also considered.

In response to questions, the Panel was informed that all Councillors would receive an email concerning the format of various consultation activities that were planned, set out in Appendix 1 to the report.

AGREED:

(a) That the progress made in achieving the recommendations from the Community Infrastructure Levy Scrutiny Project, agreed by Cabinet on 17 May 2016, be noted.

(b) That further information on the methodology used by BNP Paribas, to identify what Community Infrastructure Levy rates would be viable in Haringey, be circulated to Panel Members by the Assistant Director for Planning.

35. COUNCIL LED DEVELOPMENT

Dan Hawthorn, Director for Housing and Growth, introduced the report and explained that Appendix 1 provided an update on each of the Panel's recommendations, from 2014/15, on council-led development.

In terms of recommendation 1, the Panel was informed that phase 1 of the Council's infill development programme of 31 affordable dwellings would be completed by June 2017. The following points were noted in relation to phase 2:

- A competition between Haringey's Preferred Partner Registered Providers occurred in September/October 2016 to enable funding and development of this portfolio of 20 small sites on a 150 year leasehold basis.

- The successful Registered Provider (Sanctuary) would provide a mix of tenures including a minimum of 50% affordable housing and 100% nominations (including re-lets) to the borough for the rented tenure.

- Cabinet approval was obtained in January 2017 and start on site was targeted for 2017/18 where feasible.

During the discussion a number of issues were highlighted in relation to the use of right-to-buy receipts. In addition, the following points were considered:

- Questions relating to the Cabinet Member signing, from 23 January 2017, concerning the sale of Land to Sanctuary Housing Association to enable phase 2 of the Infill development programme.

- Issues in relation to maintenance/estate management standards.

- Findings from the Elphicke-House Report concerning the role of Councils in housing delivery, including financial modelling issues.

- The impact of the 1% reduction in social housing rents following changes made by the government on how rents were calculated including implications for the Housing Revenue Account.

In terms of recommendation 4, the following points were noted:

- The importance of conducting comprehensive options appraisals for key development sites. It was noted that finance options were fundamental to this part of the process.

- The fact that identifying and pursuing external funding and grant opportunities was an explicit role within the new Strategic Housing function.

In response to questions, the Panel was informed that officers from Housing Strategy and Commissioning and the Tottenham Team met regularly with the GLA to discuss details of new and existing funding streams available, both to the borough and developers operating within Haringey. The Panel was informed that the team was in the process of meeting with all major Registered Partners to discuss how they might make the most of recently announced GLA affordable housing funding.

In terms of recommendation 5, the Panel was informed that the Cabinet Member for Housing, Regeneration and Planning had recently met with the Housing Minister and had raised issues concerning restrictions on spending right-to-buy receipts and borrowing cap implications. It was noted that these issues would be raised in any response to the Housing White Paper and that Haringey was supporting joint lobbying by London Councils and the GLA to relax Housing Revenue Account rules.

In response to questions, Mr Hawthorn explained debt matters were generally dealt with as part of the Council's long term business plan for the Housing Revenue Account, which was being refreshed. It was noted that a long term Housing Revenue Account Business Plan would be provided within 2017/18 and that this would take into

account financial implications of High Road West and the Haringey Development Vehicle. The Panel discussed the Housing Revenue Account, including the capital programme, income and maintenance obligations, and requested further information on balances, borrowing headroom and the underspend.

AGREED: That the update on council-led development be noted.

36. SUPPORTING ENGAGEMENT AND INVOLVEMENT IN THE LOCAL PLANNING SYSTEM - VERBAL UPDATE

Emma Williamson, Assistant Director for Planning, provided a verbal update on work that was taking place to support engagement and involvement in the local planning system.

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

- The Council's Statement of Community Involvement (CSI), adopted in 2017. The Panel was informed that the SCI set out how the Planning Service would involve local residents, local businesses and other key organisations and stakeholders in the plan-making process and in the determination of planning applications

- The aims and objectives of recent Planning Community Conferences. The Panel was informed that such events enabled local residents to meet Members of the Planning Service and to ask questions about Development Management, Building Control and Planning Policy. It was noted that these events provided opportunities for local community groups to provide feedback on their priorities and to discuss their involvement in the planning process.

- Guidance and training provided to residents in relation to making verbal representations at meetings of the Planning Sub-Committee.

- The need, especially in view of reductions in council funding, to find more cost effective ways of engaging the community while ensuring fair, inclusive and thorough consultation.

- The work that was taking place to update information online, especially in relation to planning applications, planning enforcement, the local plan, design and conservation and the community infrastructure levy.

- The importance of communicating in plain English.

- Ways to minimise the impact of construction logistics, such as noise and dust, by using tools such as construction management plans and environmental law.

In response to questions, the roles and responsibilities of planning, housing and enforcement were considered in relation to Article 4 Directions and HMOs. The Panel agreed it was important to provide clear information in order to explain who was responsible for "what, when, and how". In terms of enforcement, the Panel agreed that this was a key area of responsibility, not only for the council, but for the many local, regional and national partners it worked with. It was noted that coordinated

working practices with a clearly defined framework, setting out clear responsibilities, was central to this. In conclusion, it was noted that updates on additional, mandatory and selective licensing would be considered by the Panel during autumn 2017 while an update on strategic enforcement would be considered by the Overview and Scrutiny Committee during 2017/18.

AGREED: That the update on supporting engagement and involvement in the local planning system be noted.

37. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR HOUSING, REGENERATION AND PLANNING

The Panel received an update on the work of the Cabinet Member for Housing, Regeneration and Planning, Councillor Alan Strickland.

During discussion concerns were raised about the use of right-to-buy receipts. Due to restrictions, placed upon the use of these receipts, the Panel was informed that the Council was handing a large amount of right-to-buy money back to Government. In response to questions, the Panel was informed of a number of schemes that had recently used right-to-buy receipts, including the Sanctuary Scheme.

The policies used by other local authorities to buy back former council houses were considered. In response to questions, the Panel was informed that these placed covenants on right-to-but sales to ensure local authorities had the option to buy them back if they came up for sale and before going onto the open market. The Panel was informed that Haringey had a similar policy in place. It was noted that this policy gave the Council first refusal to purchase homes previously sold under right-to-buy that came to market within 10 years of the original sale.

Councillor Strickland informed the Panel that he had recently met the Housing Minister and had raised issues concerning restrictions on spending right-to-buy receipts. In addition, ahead of the Spring Budget, the Panel was informed that Cllr Strickland had signed an open letter to the Housing Minister concerning London's housing crisis. The Panel was asked to note that this letter, published on 7 March 2017, included the following references to right-to-buy receipts:

- The letter asked the government to relax restrictions on the use of right-to-buy receipts, including extending the period within which they could be spent and increasing the proportion of the cost of a new home they could fund.

- The belief that there should be flexibility to spend funds across borough boundaries in order to facilitate enhanced collaboration to deliver greater quantities of affordable housing across London.

Various issues were considered in relation to the use of right-to-buy receipts by housing associations. The Panel also agreed that Cabinet should explore all options for using Haringey's right-to-buy receipts in conjunction with the Haringey Development Vehicle.

Following the publication of the Government's Housing White Paper (February, 2017), the Panel raised concerns that more homes could be eligible for sale under right-to-buy. In response to questions about arm's-length companies, the Panel was informed that there was no legislation planned that would force a council joint venture, such as the Haringey Development Vehicle, into offering right-to-buy.

During the discussion that followed a wide range of topics were considered, including:

- Consultation in relation to sites included within Category 1 areas of the Haringey Development Vehicle.

- The process for approving business plans for the Haringey Development Vehicle, including the transfer of land to the vehicle and the process for re-housing tenants.

- The work of Corporate Committee in relation to tenancy fraud, right-to-buy fraud and benefit fraud.

- Various issues in relation to temporary and emergency accommodation.

The Panel considered the roles and responsibilities of various stakeholders in relation to Northumberland Park School. Various issues were then discussed in relation to school and academy funding, Haringey's capital strategy, and options relating to the design and location of the school in relation to the master plan for Northumberland Park.

In response to questions about the Council entering into a 99 year lease with Tottenham Hotspur Football Club for the provision of outside broadcasting facilities during event periods on areas of the Northumberland Park School, the Panel was informed:

- That the ability to provide exclusive, secure space for outside broadcast facilities on event days was a fundamental requirement for a football club to be able to compete in major sports competitions such as the Premier League, Champions League and to host NFL games.

- That the agreement was based on the current location of the school.

- That there was no requirement to relocate the school in order to accommodate the outside broadcasting facilities.

- That further information on the lease was set out in the agenda for the Cabinet Member signing of 7 November 2016.

In response to concerns raised about the condition of properties on the Turner Avenue Estate, the Panel was informed that the site was included within Category 2 of the Haringey Development Vehicle. In addition, officers advised that Homes for Haringey had set aside a budget for 2017/18 which included money for external repair work.

AGREED: That the update from the Cabinet Member for Housing, Regeneration and Planning be noted.

38. 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 discussion, the Panel was informed that evidence gathering for further scrutiny of the HDV would take place during March and April. It was noted that the terms of reference, outlined below, had been agreed, on 2nd March, by the Overview and Scrutiny Committee:

- To establish and provide recommendations on the feasibility of the proposed joint venture model of council tenants being re-housed on rent matching that of an equivalent council property and on the same terms, either on the estate or elsewhere in the borough, according to their choice;

- To establish and provide evidence and recommendations on whether the HDV can deliver a tenancy and evictions policy which protects vulnerable tenants in the same way as council tenancies do;

- To establish and provide recommendations on whether overcrowded tenants can be offered a replacement property of a size that meets their needs;

- To further establish and provide recommendations on whether the financial arrangements of the proposed HDV adequately protect the Council's interest;

- To consider the impact of the HDV on the Council's Commercial Portfolio, including the impact on current businesses and those who work in them;

- To consider the impact of the HDV on Metropolitan Open Land;

- To consider the equalities impact of the HDV;

- To further establish the risks of the venture and make recommendations on whether these risks can be adequately mitigated.

It was noted evidence gathering would be completed before the end of the municipal year to ensure the final report could be considered at the first Overview and Scrutiny Committee meeting of 2017/18.

In addition, it was suggested that the scrutiny work programme for 2017/18 should include consideration of housing for older people, not just an update on the Supported Housing Review / Housing Support Transformation Programme.

AGREED: That, subject to the additions and comments above, the areas of inquiry outlined in Appendix A of the Work Programme Update be approved and recommended for endorsement by the Overview and Scrutiny Committee.

39. NEW ITEMS OF URGENT BUSINESS

None

40. DATES OF FUTURE MEETINGS

It was noted that the schedule of meetings for 2017/18 would be agreed by Full Council on 20 March 2017.

CHAIR: Councillor Emine Ibrahim

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE HOUSING AND REGENERATION SCRUTINY PANEL HELD ON THURSDAY, 22ND JUNE, 2017, 6.30 - 8.45 pm

Present: Councillors: Emine Ibrahim (Chair), Zena Brabazon, Gail Engert, Martin Newton and Ann Waters

Also Present: Councillors: Vincent Carroll, Clive Carter, and Alan Strickland

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

It was noted that apologies for absence had been received from Cllr John Bevan and Cllr Jennifer Mann.

3. URGENT BUSINESS

In response to the Grenfell Tower tragedy the Chair informed the Panel that an urgent item on fire safety would be considered.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

6. MINUTES - 6 FEBRUARY 2017

AGREED: That the minutes of the meeting held on 6 February 2017 be approved as a correct record.

7. MINUTES - 7 MARCH 2017

It was noted that the minutes of the meeting held on 7 March 2017 would be reported to the next meeting.

8. TERMS OF REFERENCE AND MEMBERSHIP

Christian Scade, Principal Scrutiny Officer, introduced the report as set out.

AGREED:

(a) That the terms of reference and protocol for Overview and Scrutiny be noted; and

(b) That the policy areas, remits and memberships for each Scrutiny Panel for 2017/18 be noted.

9. AMENDMENT TO THE ORDER OF BUSINESS

AGREED: That a New Item of Urgent Business, concerning Fire Safety, be taken before agenda item 9, Homelessness – Supply and Demand Update.

Clerks note – the minutes follow the order of the meeting.

10. NEW ITEM OF URGENT BUSINESS - FIRE SAFETY

Following recent events in Kensington, the Chair advised that thoughts and sympathies were with all those who had lost their lives or been affected by the terrible Grenfell Tower tragedy.

It was acknowledged that it was not yet known what had caused the fire or why it had spread in the way that it had. However, the tragedy had understandably raised a number of questions and concerns about fire safety.

In terms of tower block fire safety in Haringey, the Panel was informed that:

- 54 blocks over 6 storeys high were managed by Homes for Haringey.

- None of the blocks managed by Homes for Haringey had the Reynobond aluminium system that had been used on Grenfell Tower.

- All exterior cladding on properties managed by Homes for Haringey had met the specifications for this type of work and complied with building regulations.

- All Homes for Haringey managed tower blocks had valid Fire Risk Assessments with established processes for ongoing monitoring including regular checks with the communal areas and regular servicing of fire-fighting equipment.

- Homes for Haringey employed two full time, appropriately qualified, fire risk assessors.

- Homes for Haringey staff had visited every high rise block and inspected communal areas and access routes to ensure they were clear.

In response to questions, the Panel was informed that the procedures used by Homes for Haringey were in line with the London Fire Brigade's audit tool for fire safety.

As an additional measure of re-assurance the Panel was informed fire risk assessors would, during the following week, visit every high rise block in order to review fire risk assessments and speak to residents.

In terms of non-council owned tower blocks, officers explained work was under way to ensure the Council had a record of all high rise blocks in the borough, and to understand any challenges faced.

A number of questions were raised in relation to Rivers Apartments, a new 22 storey tower situated in Tottenham. In response, officers provided an update from Newlon Housing Trust, who owned the property, with the following points being noted:

- Rivers Apartments completed in the spring of 2015 and had been clad with Reynobond PE. It was confirmed this was the same as the cladding used on Grenfell Tower.

- London Fire Brigade had carried out an extensive safety audit on 22 June 2017 and had made some minor recommendations for the building.

- Newlon Housing Trust had started work on the recommendations and had requested some additional technical clarifications. However, subject to meeting these recommendations, the Fire Brigade had confirmed they were satisfied Rivers Apartments should be considered a low fire risk building.

The Panel was informed Rivers Apartments was a modern building with many active fire safety systems including a sprinkler system, wet riser, a firefighter's lift and smoke evacuation valves.

With regard to the status of the cladding the Panel was informed that the Building Research Establishment (BRE) had been asked to review its design and specification. It was noted that Newlon Housing Trust was waiting for these technical and independent recommendations before determining whether or not the cladding should be removed and if so what the appropriate replacement should be.

In view of the concerns that had been raised the Panel strongly suggested, as a precautionary measure, that the cladding on Rivers Apartments should be replaced. The Panel also agreed that the Cabinet Member for Housing, Regeneration and Planning should provide an update, as soon as possible, to all councillors to confirm what action would be taken.

The Chair concluded by providing an update on scrutiny work that would be undertaken during the summer. The Panel was informed the Overview and Scrutiny Committee would lead this by receiving updates on inspections already underway and by reviewing wider responsibilities of the council and Homes for Haringey. Subject to final scoping, this would include consideration of issues relating to: planning policy; building regulations; the resources available to support adequate inspection; questions arising from construction materials; and the council's response, as landlord and regulator; following initial findings from the national Grenfell inquiry.

To avoid possible duplication, the Panel suggested the Overview and Scrutiny Committee should liaise with the Homes from Haringey Residents' Panel before the scope of the project was confirmed.

AGREED: That the update on tower block fire safety be noted.

11. HOMELESSNESS - SUPPLY AND DEMAND UPDATE

Denise Gandy, Director of Housing Demand, Homes for Haringey, and Alan Benson, Housing Strategy and Commissioning Manager, Haringey Council, provided an update on supply and demand issues in relation to homelessness.

Ms Gandy commenced her presentation by providing information on current performance and the future trajectory. In terms of households in temporary accommodation, the Panel was informed that after 3 years of rapid growth 2016/17 had seen a turnaround, with a net loss of 30 over the course of the year. The Panel considered comparative data for 2016/17 that showed Haringey had beaten the overall London rise of 4.3%.

The following points were noted:

- Since the Homes for Haringey restructure in October 2017, the number of households in temporary accommodation had fallen.

- 60-70% of post-restructure TA applications had been decided within 33 days, compared to 20-40% before the restructure.

- Faster decision making had reduced the number of cases placed in interim temporary accommodation while decisions were made.

- The prevention work carried out by Homes for Haringey had been effective. The Panel was informed that over the last five years only 10% of cases recorded as a prevention went on to “fail” with the household returning to apply for temporary accommodation.

- A simple trajectory for 2017/18 had forecast that there would be 2,994 households in temporary accommodation by April 2018.

In response to questions, the Panel was informed the cost of temporary accommodation had increased significantly in recent years and that this was likely to continue unless the supply mix changed.

Ms Gandy advised that prevention alone would not reduce numbers sufficiently, neither would social lets. For example, if inflow stopped entirely the numbers in temporary accommodation would only drop to about 2,450. In response, the Panel went on to consider the following:

- In terms of Haringey’s Allocations Policy and Lettings Plan, it was noted there was competing demand for a reducing number of lets. It was projected that there would be 490 lets in 2017/18 (164 to households in temporary accommodation).

- Issues in relation to decant decisions were considered and it was noted decanted stock was used as temporary accommodation but there had been huge pressures

in certain years. Moving forward, the Panel suggested that the term re-housing, rather than decanting, should be used in official documents and publications.

- The use of Haringey's own one bed stock as temporary accommodation.

In terms of the Temporary Accommodation Placement Policy the Panel was informed that there was a limited number of out of London placements. It was noted that:

- This was an area of significant legal challenge.

- As you moved further away there was more to consider. For example, right to family life with both parents.

- Only 20% were eligible to move under the Policy.

- The most common reason to remain in London was employment.

In terms of Welfare Reform, the Panel received an update on the following issues: the continued impact of the benefit cap; Universal Credit and the Local Housing Allowance cap across the social sector.

In response to questions, the Panel received an update on the Flexible Homeless Support Grant. The following points were highlighted:

- The support grant replaced the £40 TA Management fee from 1 April 2017.

- The new funding was to allow local authorities greater flexibility in the use of funding.

- 2 year settlement:
    - 2017/18 - £7,386,509 plus £1,244,342 (1 year only)
    - 2018/19 - £8,603,852

- It was based on a formula that took into account homeless pressures but also protected local authorities with high temporary accommodation use.

- It was ring fenced for work to prevent or deal with homelessness.

The Panel also considered the implications of the Homelessness Reduction Act in terms of temporary accommodation and supply. It was noted this would amend Part 7 of the Housing Act 1996, rather than replace it.

Ms Gandy concluded the item by outlining actions that would be taken in relation to prevention, the best use of stock and supply. These are summarised below:

- Prevention
    - Additional Prevention Fund funding
    - Use of Discretionary Housing payment
    - Preparation for the Homelessness Reduction Act

Best use of stock
  - Use of decanted properties as temporary accommodation
  - Under occupation incentives reviewed
  - More activity on addressing fraud – occupancy initiatives
  - Further work on the Housing Allocations Policy

- Supply
  - Additional shared facility hostel units – conversations
  - Exploring best options for property acquisition
  - Increasing Assured Shorthold Tenancy supply

AGREED: That the homelessness supply and demand update be noted.

12. CABINET MEMBER FOR HOUSING, REGENERATION AND PLANNING - QUESTIONS

The Chair welcomed Councillor Alan Strickland, Cabinet Member for Housing, Regeneration and Planning, to the meeting.

In view of the Panel's terms of reference, Councillor Strickland provided an update on his responsibilities. The following points were then discussed:

- How Cranwood could be the HDV's first development and an opportunity to deliver on the Council's ambitions to create sustainable, balanced communities. The Cabinet Member informed the Panel that overall the council's housing strategy committed to 40% of new homes being affordable. However, it was confirmed that the design masterplan for Cranwood included an enhanced level of affordable housing compared to emerging policy (50% by habitable room) of which at least 60% would be for low cost affordable rent.

- Issues concerning the level of consultation that had taken place between the Council and the Board of Homes for Haringey in relation to the HDV and its impact on the Housing Revenue Account (HRA).

- The Panel was informed that senior Council officers had held discussions with Homes for Haringey's Managing Director and Executive Leadership team, and had participated in a dedicated meeting with the Board. These had covered the potential impacts and opportunities arising from the HDV in the short term, medium and long term. Assuming the Council approved the establishment of the HDV, and agreed to proceed with development on sites managed by Homes for Haringey, it was noted that discussions would continue both within Homes for Haringey and between Homes for Haringey and the Council.

- It was noted the management of the Housing Revenue Account was the responsibility of the Council, and not Homes for Haringey. It was also acknowledged that income from commercial properties on Council estates went to the HRA and not to Homes for Haringey.

- The equalities impact of the HDV. The Panel was informed that recommendations to Cabinet in July 2017 – to establish the HDV, and to agree the first set of business plans – would be accompanied by full Equality Impact Assessments.

- The fact that the HDV would operate in line with the Council's Housing Strategy and other housing policies. The Panel was informed that new mixed-use, mixed-tenure developments would be based on standards of quality, access and experiences that were blind to tenure. It was noted that individual proposals would be considered – both by the HDV Board and the Council's planning function – as they came forward, and tested against these principles while being balanced with other factors such as efficiency of maintenance regimes and affordability of mandatory service charges which could make separate building cores for different tenures the most effective way to ensure affordability and good housing management.

In addition to the HDV, the Panel discussed the innovative work that was taking place in Brent to provide temporary accommodation. It was explained that Brent Council had put together a significant fund, made up of right-to-buy receipts and borrowing from the Public Works Loan Board. It was noted the fund was being used to purchase street properties for use as temporary accommodation and was planned to facilitate the purchase of 300-400 properties, many ex Council right-to-buy properties, so some purchases would also be on Council estates.

In view of the innovative work taking place in Brent, the Panel asked whether it would be possible to implement a similar scheme in Haringey. In response, Alan Benson, Head of Housing Strategy and Commissioning, explained that Brent had acquired properties through a wholly owned company. The Panel was informed Haringey did have a programme that was being run by Homes for Haringey. It was noted this would be scaled up, but not to the size of the Brent programme, following legal advice from a QC. However, the Panel was assured that other models were being pursued in order to deliver a viable local solution.

AGREED: That the update from the Cabinet Member for Housing, Regeneration and Planning be noted.

13. SCRUTINY WORK PROGRAMME DEVELOPMENT 2017/18

Christian Scade, Principal Scrutiny Officer, introduced the report as set out.

It was agreed that the issues below, set out in section 4.6 of the report, should be included in the Panel's work programme for 2017/18:

- Selective Licensing Update (October 2017)

- An update on the financial performance / budget monitoring of services related to Priorities 4 and 5 of Haringey's Corporate Plan (November 2017)

- Budget Scrutiny – MTFS and HRA (December 2017)

- Consideration of performance against housing supply commitments within the Council's policy framework (Details TBC)

- The work of the Decision Panel (Details TBC)

- Older People Housing (Details TBC)

- Supported Housing Review Update (Details TBC)

In addition, and following a discussion, it was agreed that the following areas should be scrutinised:

- HDV updates to be considered at each Panel meeting.

- What does Good Growth, as a concept, mean for Haringey, especially in terms of people, place and prosperity (October 2017)

- The impact of tall buildings and high density development on residents way of life, including public health (Scrutiny in a Day – towards the end of 2017 / early 2018)

In terms of in-depth scrutiny work, the Panel agreed to scope a project that would focus on the conditions and attitudes towards social housing in Haringey. It was agreed consideration should be given to new and older housing across the borough. It was proposed that the review be scoped before the end of August, with evidence gathering concluded before Christmas.

Following updates from Alan Benson, Housing Strategy and Commissioning Manager, Emma Williamson, Assistant Director for Planning, Peter O'Brien, Area Regeneration Manager, and Denise Gandy, Director of Housing Demand, Homes for Haringey, the Panel suggested that the following issues should also be considered, subject to further discussion between the Chair and officers outside of the meeting:

- Estate Renewal Schemes

- Homelessness and Rough Sleeping

- Preparation for the Homelessness Reduction Act

- Intermediate Housing Policy

- Private Rented Strategy

AGREED:

(a) That the work completed by the Panel during 2016/17, attached at Appendix A, be noted.

(b) That the verbal updates from officers on work relevant to the Panel's terms of reference be noted.

(c) That, subject to the additions and comments above, the areas of inquiry outlined in section 4.6 of the report be approved and recommended for endorsement by the Overview and Scrutiny Committee.

14. 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: Councillor Emine Ibrahim

Signed by Chair ……..

Date ……

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MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 29TH JUNE 2017

PRESENT:

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

Co-opted Members: Luci Davin (Parent Governor representative) and Yvonne Denny (Church representative)

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Elliott.

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 16 March 2017 be approved.

7. TERMS OF REFERENCE AND MEMBERSHIP

AGREED:

That the terms of reference, protocol for Overview and Scrutiny and policy areas/remits and membership for each scrutiny panel for 2017/18 be noted.

8. WORK PROGRAMME DEVELOPMENT 2017/18

The Panel considered potential issues for review, as part of the work plan for 2017/18. Panel Members felt that particular priority should be given to considering support provided for refugee children. This could look at a range of issues, including the following;

- Support for refugee children in schools, as well as for schools themselves;
- Trauma and mental health issues;
- What happens when refugee children reach the age of 18;
- Families with no recourse to public funds;
- How refugee children are placed within local authorities;
- How expertise and learning is shared; and
- Resource implications.

Jon Abbey, the Director of Children's Services, reported that Haringey was a part of the National Transfer Scheme and committed to meeting the threshold of 0.07% of the general children's population that it was expected to take as part of this. He felt that one resource implications were one area that the Panel could usefully focus upon, particularly in respect of grants and where shortfalls might be. The Panel noted that some children had fled from difficult circumstances and those that had suffered trauma were significantly more likely to become offenders.

The Panel also felt that restorative justice should also be given priority. In particular, it was felt that this could focus upon how it was used, particularly by schools, and its role in behaviour management. The Panel noted that the Willow School could provide a useful case study of the use of restorative justice in schools. Gill Gibson, Assistant Director for Early Help and Prevention, reported that all Youth Justice case workers were trained in restorative practice and the service was currently looking at how it could be used better.

AGREED:

1. That the issues of refugee children and restorative justice be prioritised for review within the work plan for 2017/18;

2. That, subject to the above, the areas proposed for prioritisation in the 2017/18 scrutiny work programme be approved and that the Overview and Scrutiny Committee be asked to endorse them above at its meeting on 17 July 2017.

9. CABINET MEMBER QUESTIONS - CHILDREN AND FAMILIES

Councillor Elin Weston, the Cabinet Member of Children and Families, reported on key developments within her portfolio. A review of support for care leavers was in the process of being completed. Work to establish a schools improvement trust was a priority and significant support with this was being provided by school head teachers in the borough. Work was also being undertaken with schools to address the impact of funding formula changes for them. Efforts were continuing to ensure that children's social care services were in good shape and were ready for any inspection by Ofsted.

In respect on cladding on tower blocks, the only issue that had been raised to date in relation to schools buildings was in respect of Brook House Primary School. Samples of cladding from the school building had been sent for testing and any issues arising

would be dealt with in light of advice from the Fire Brigade. Assistance had been provided by the Council to relief effort for Grenfell Tower residents and this had included the provision of two childrens social workers. An offer had also been made to provide two social workers for Camden Council to assist in the decanting of families from blocks to which remedial works were required.

She responded to questions from the Panel as follows;

- All schools were required to publish admissions criteria and applications were determined according to these. The majority of places were allocated on distance. Those that were not offered places at their preferred schools would be offered a place at the closest Haringey school which had a place available, and would be placed on a waiting list for their preferred schools. There was a right of appeal for those whose applications had been unsuccessful.

  Panel Members raised concerned about the operation of appeals. The Cabinet Member agreed to raise the issue with the Assistant Director for Schools and Learning. She commented that appeals processes were strictly governed by a code that they were required to follow and had little discretion. The Director of Children's Services commented that parents often thought that they had choice regarding schools rather than the right to express a preference. He felt that it was important that schools explained the admissions process clearly to parents. The advice that parents currently received was variable in quality.

- Voluntary aided schools had their own admission criteria and these were usually very similar to those of other schools. Faith schools normally also included priority for children based on their faith. There was a 50% cap on the number of children who faith schools could select on the grounds of faith.

- Job descriptions for Haringey nursery and children centre workers had last been updated in 2015/16.

- Very good results had been achieved by each of the recent OFSTED inspections of schools in Tottenham that had taken place. All had received good or outstanding ratings, with the result that 97% of Haringey schools now fell into these categories. It was noted that it was not only academies that had made rapid improvements. The Cabinet Member stated that it was hard to generalise as to what schools did to bring about improvements but excellent teaching and leadership and high expectations were key factors. The Cabinet Member commented that there were very few local authorities with such a high percentage of schools that were as highly rated as those within Haringey.

- 860 free places would be provided for 2 year olds from September. In terms of the 3 and 4 year old offer, it was anticipated that 3,299 15 hour places would be provided and 1,131 30 hour places. Likely levels of take up were not yet clear.

- An evaluation of the effectiveness of the Early Help service was underway and would be completed by the autumn. This would include data analysis and trends would also be examined. In addition, focus groups were being used to consider qualitative issues.

10. CABINET MEMBER QUESTIONS - COMMUNITIES

Councillor Eugene Ayisi, the Cabinet Member for Communities, reported on the key priorities in his portfolio that came within the terms of reference for the Panel. These were based around reducing re-offending, improving confidence in policing and sustainable youth provision. He referred to the recent terrorist incident at Finsbury Park mosque and stated that he was pleased that reassurance had been given to the local community by community safety partners. Discussions on resilience had already taken place with faith groups to address feelings of vulnerability. There had been an increase in visible Police presence and, in addition, work was being undertaken to enable communities to police themselves. The Prevent programme to address violent extremism was continuing in the borough and a faith forum had been established. Faith groups had stated that their biggest concern was to ensure that young people had somewhere to go and something to do in their spare time. There was concern that some were getting into trouble.

The Cabinet Member responded to questions as follows;

- The Council and Homes for Haringey both welcomed job applications for people who may have offended when younger and complied with the Rehabilitation of Offenders Act. There were nevertheless some offences that were never considered "spent" and some roles were exempt from the provisions of the Act. In such cases, a risk assessment was undertaken. The Chair raised the issue of cases where previous offences had not been flagged up on employment but action taken retrospectively. The Director of Children's Services reported that he would be disappointed if this had happened within Children's Services and stated that he would be happy to look at any individual cases where it was felt that this might have occurred.

- He felt that young people mainly carried knives because they were afraid. The Police Territorial Support Group had been active in the borough periodically during spikes in the levels of knife crime. Stop and search was now undertaken based on intelligence rather than the appearance of individuals. Discussions had taken place with the Borough Commander to ensure that Police officers based outside of the borough treated young people respectfully when deployed in Haringey. Work to restrict access to knives had taken place and involved 195 businesses. Test purchases had also been made. Monthly problem solving meetings were held with community safety partners.

- He felt that early intervention and closing educational attainment gaps were the long terms solution to knife crime. Panel Members raised the issue of knife arches. It was noted that the provision of these within schools was in the Mayors strategy for addressing the issue. Although they were not ideal, they could make young people feel safer. It was noted that Haringey was 5th in London for knife crimes but top for those that were gang related.

- Project Future was currently working with 130 young people. 65% of those attending accessed therapeutic help. In addition, a number had become volunteers at the project. Funding had been secured to enable the project to

continue to May 2018. This had been financed by the Council, Barnet, Enfield and Haringey Mental Health Trust and an underspend from the Big Lottery fund.

- In reference to the Prevent programme, he reported that concerns had been raised in some areas of the country that the programme might be too invasive. It was therefore important that the community was involved in developing it. Lots of work was being undertaken in schools within Haringey, including primaries, as well as colleges. There was a steady flow of referrals. The programme was not just concerned with Islamic extremism but right wing and all other sorts.

- There was an extensive programme of activities for all young people during the summer holidays. He felt that this was nevertheless not enough. There was a need to re-visit proposals to develop the Youth Zone. The Council was not in a position where it could turn down £3 million for youth services. A decision needed to be made regarding the site though. He recognised that there were some concerns but it would be possible to re-shape the proposal if need be. He agreed to provide a written response to the concerns that had been raised by the last meeting of the Panel.

AGREED:

That the Cabinet Member for Communities be requested to circulate a written response to the Panel to the issues that had been raised by them previously in respect of proposals for the Haringey Youth Zone.

11. CHILD AND ADOLESCENT MENTAL HEALTH (CAMHS) : ACCESS FOR BLACK, ASIAN AND MINORITY ETHNIC CHILDREN AND YOUNG PEOPLE

Catherine Swaile, Vulnerable Children and Young People's Joint Commissioning Manager at Haringey Clinical Commissioning Group (CCG), reported that the data from within report had been compiled from data from the CAMHS caseload. It was acknowledged that a more consistent way of recording ethnicity was required. The Panel noted that direct referrals could be made from schools. In addition, there was also the new Choices service, which parents could access on their own if necessary. CAMHS worked very closely with the Pupil Referral Unit (PRU) and there was also an outreach service that included provision for home visits. A proactive approach was taken and services can be adapted to the needs of young people.

The "Choices" service provided universal access and dealt with a range of issues to do with emotional wellbeing, mental health issues and concerns around behaviour. A single meeting was offered and, following this, referral was made to other services, if required. Psychological therapies were also provided and these could be accessed via GPs. For higher levels of need, Simmons House and the Beacons Unit provided in-patient care where necessary.

She stated that patterns of BAME referrals had not been analysed yet. However, the majority of the borough's population was now BAME. Haringey was characterised by comparatively high levels of referrals for conduct disorders but lower levels of eating disorders. Take up of services was lower in the east of the borough than the west despite there possibly being a greater level of need.

In answer to a question, she stated that there had been considerable publicity for the Choices service. It had begun operating in October. Work had also taken place with faith groups and a pilot service had begun in a local synagogue. She agreed to find out further information regarding provision for girls and LGBT. She also agreed to look at the feasibility of publicising the service through Haringey People.

She reported that there was a lack of suitable emergency accommodation for young people in crisis and that A&E had to be used as Police cells were not suitable. Young people who had been arrested had access to liaison and diversion services and these were linked to the Council's Youth Justice Service. The Big White Wall website was a useful resource for young people in dealing with emotional issues, such as anxiety and depression. Psychological therapies were also available for young people and provided by Open Door in Haringey.

In respect of the increase in primary school exclusions, Mr Abbey reported that this had been raised with primary school Head Teachers and at the Schools Forum. The Joint Health and Well Being Board was also looking at the issue. The increased exclusion rate was very worrying and there was a need to intervene at an earlier stage, before CAMHS became involved. Exclusion tended to exacerbate issues but schools were often under pressure and had funding issues in respect of providing the level of support that might be required.

AGREED:

That the CCG be requested to circulate further information to the Panel regarding provision for girls and LGBT young people and to look at the feasibility of publicising the Choices service through Haringey People.

CHAIR: Councillor Kirsten Hearn

Signed by Chair ……..

Date ……

MINUTES OF THE MEETING OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL HELD ON MONDAY 26TH JUNE, 2017

PRESENT:

Councillors: Tim Gallagher (Chair), Clive Carter and Makbule Gunes

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

1. 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.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Barbara Blake, Hare, Jogee and Stennett.

3. ITEMS OF URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

6. MINUTES

In respect of item 33 (Haringey's Sustainable Transport Programme), it was noted that the abandoned bicycle parts on cycle stands referred to had now been removed. Responsibility for removing them lay with Veolia, as part of dumped rubbish and issues should be reported to them in the first instance.

Panel Members felt that there was a need for greater clarity over responsibility for removing abandoned bicycle parts on stands. It was noted that it could sometimes be difficult to determine whether bicycles had been dumped and therefore notices had to placed on them before action was taken.

AGREED:

1. That responsibility for the removal of bicycle parts from cycle stands be clarified with Veolia and that an update on progress be circulated to Panel Members; and

2. That the minutes of the meeting of 9 March be approved.

7. NEW ITEMS OF URGENT BUSINESS

None.

8. APPOINTMENT OF NON VOTING CO-OPTED MEMBER

AGREED:

That a representative from Haringey Association of Neighbourhood Watches be appointed as a non voting co-opted Member of the Panel for the 2017/18 Municipal Year.

9. TERMS OF REFERENCE AND MEMBERSHIP

AGREED:

That the terms of reference, protocol for Overview and Scrutiny and policy areas/remits and membership for each Scrutiny Panel for 2017/18 be noted.

10. WORK PROGRAMME DEVELOPMENT 2017-18

In respect of the review on street sweeping, the Panel felt that, amongst other issues, needs based standards should be considered. In respect of the forthcoming review on parks, it was noted that the report by the London Assembly on green and open spaces in the capital was shortly to be published.

AGREED:

That the areas proposed for prioritisation in the 2017/18 scrutiny work programme be approved and that the Overview and Scrutiny Committee be asked to endorse them above at its meeting on 17 July 2017.

11. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR ENVIRONMENT

The Panel received an update from Councillor Peray Ahmet, the Cabinet Member for Environment, on key issues within her portfolio as follows;

- She welcomed the proposed reviews by the Panel on street sweeping and parks. She reported that a workshop had been arranged with, amongst others, friends of parks and regeneration partners to consider the protection of green spaces and opportunities for enhancing them. Litter was a particular issue in some of the borough's parks and work would be undertaken to see what could be done to address this.

- There were shortly to be two large events, including Wireless, at Finsbury Park. Action was being taken to taken to reassure residents and regular meetings were taking place with the Police. In addition, letters had also been sent to local MPs and ward Councillors. There had been improvement in how Wireless were working with the local community and, in particular, they had involved local schools.

- The Council's Transport Strategy was currently being developed and this would include a section on walking and cycling. She felt that there was a need for greater progress to be made in respect of these. In addition, strategies were also being developed on air quality and fly tipping, which was shortly to be circulated to Councillors. She reported that the service was aware of where fly tipping hotspots were. The two electoral wards with the highest levels were Northumberland Park and Woodside.

- The Sustainable Transport works plan had now been agreed and details of this would shortly be circulated. In respect of parking, six new Controlled Parking Zones (CPZs) had been implemented. These had proven to be popular and residents had asked for extensions for some. Their introduction could be of benefit to neighbourhoods and often led to reductions in fly tipping.

- The changes that to charging policy that had been approved as part of the Medium Term Financial Strategy were shortly to be implemented. The on-the-spot enforcement process that was undertaken by Kingdom was due to be reviewed. There was now a new operational structure for tactical and strategic enforcement. Finally, the new landlord licensing scheme was due to be launched shortly and details of it had been sent to the Department for Communities and Local Government, as required.

In response to questions about the work being undertaken by Kingdom, the Cabinet Member stated that the scheme was a pilot and was therefore subject to review. Most of the fines that had been levied so far had been for low level issues and it was hoped that there would be a greater focus on more serious issues in the future, such a fly tipping. It was nevertheless acknowledged that catching offenders for more serious offences was more difficult. A greater perception of risk could help deter people from offending. There needed to be a balance between enforcement and education though.

The Panel noted that the Council's enforcement officers were not paid any bonuses for levying fines. Some had been subject to assault and there some streets that it was considered too dangerous for enforcement officers to operate in. They felt that this was unacceptable but noted that work was taking place with the Police to address this issue. It was noted that approximately 80% of fly tipping came from homes, with a significant percentage from houses in multiple occupation.

In answer to a question regarding cycling, the Cabinet Member stated that she felt that more needed to be done and that a bolder approach might be appropriate. She noted that measures to promote cycling in neighbouring boroughs had not met with universal support from residents but it was not always possible to please everyone.

In response to a question about ward walkabouts, it was noted that one of its main aims was to ensure that ward Councillors knew who their Village Managers were. Ward Councillors normally had a good knowledge of issues within areas and were therefore a very useful source of information.

In respect of the introduction of the new charging regime for services, it was noted that short notice had deliberately been given. Other authorities that had introduced new charges had found themselves flooded with enquiries prior to the implementation date. Charging for green waste would start in October as less waste was likely to be collected from the autumn onwards. There would be an introductory offer that would allow people to get the remainder of this year and next year for the price of one year. There would be a range of options available for people to use including refuse sacks. Payment would be through the Veolia call centre and waste collected would be composted. The Cabinet Member acknowledged that there were likely to be teething problems but a lot of other authorities were now charging for collecting green waste. Collections would continue as normal until October.

12. WASTE, RECYCLING AND STREET CLEANSING DATA

Zoe Robertson, from the Commercial and Operations Service, reported on current performance in respect of waste, recycling and street cleansing. The Panel noted the following;

- Street sweeping had met performance targets for the last two quarters following a deterioration in performance that had occurred when the frequency of sweeps had been reduced from twice to once weekly;
- After a short period shortly after changes being implemented when performance had dipped, targets for detritus had consistently met relevant targets;
- The changes had also not led to a significant increase in complaints. It was possible that ward walkabouts had assisted with this by helping to identify issues at an early stage;
- There had been a sustained increase in satisfaction levels amongst residents over a number of years. This had peaked last year but was still high despite a recent drop. It was possible that the drop was due to the changes to services that had been introduced last year;
- Graffiti levels remained low;
- Figures for fly posting had improved substantially since business cards had been removed from monitoring;
- There had been a reduction in reported fly tipping since October. The reduction had come about from fewer reports being received from Veolia. There had been no specific change in how the Council was addressing the issue. The figures were being monitored very closely and the intention was to reduce fly tipping by half.

The Panel noted that a wide range of streets were inspected by staff for monitoring performance and these were chosen at random. The Keep Britain Tidy campaign had been brought in to assist with monitoring and help train staff. Veolia also undertook their own monitoring. Inspections were done on the day of the sweep.

In respect of fly tipping, the Cabinet Member reported that a lot of effort had been put into reducing levels. It was acknowledged that there was a problem within the borough but part of this was due to the fact that Haringey was conscientious in

recording fly tips. It was noted that there was no standardised way of recording fly tips. Panel Members felt that there was a need to ensure that a strong message was provided to all residents that fly tipping was unacceptable. The Cabinet Member felt that engagement with local residents was important. Following the Team Noel Park pilot, residents in Noel Park were now taking a greater level of responsibility and this had led to higher levels of reporting.

Panel Members felt that there was a hard core of offenders who were responsible for a large amount of fly tipping. These were often houses in multiple occupation (HMOs). The Panel noted that a new licensing scheme for landlords was due to be introduced shortly. There was a list of the top 10 fly tipping hotspots in the borough. Consideration was being undertaken on suitable further action to be taken in respect of such problematic sites. Hotspots were not just indentified through data and Councillors were also able to feed in their concerns. Eubert Malcolm, Head of Community Safety and Enforcement, reported that each cluster of wards now had its own enforcement manager. In addition, Veolia also had Village Managers for each area of the borough.

The Panel noted that levels of missed refuse collections were meeting targets. In respect of recycling, the Panel noted that performance had been affected by a higher percentage of loads being rejected due to contamination following a change in government regulations. This had impacted on all local authorities. The presence of a small amount of contamination could now result in entire loads being rejected. A 36.5% rate of recycling had been achieved last year compared with 37% for the year before. There was a target of 41% for this year but only 36.3% had so far been achieved. A recycling action plan was being developed.

AGREED:

That the Director of Commercial and Operations be requested to circulate details of Veolia's Village Managers to all ward Councillors

13. SCRUTINY REVIEW ON FEAR OF CRIME

The Panel noted that fear of crime was a quality of life issue and Haringey had some of the highest levels in London. Successful action to address the types of crime that caused residents the highest levels of concern should help to address the issue. However, people did not respond to crime in a uniform way and levels of anxiety in some areas were comparatively low despite there being high crime rates whilst in other areas the reverse was true. This could lead to resources not being utilised in a way that was proportionate to the severity of issues. The issue was very complex and there were no obvious solutions, although there were some interventions that had been used elsewhere that appeared to have the potential to make a difference.

AGREED:

That the report and its recommendations be agreed and submitted to Overview and Scrutiny for final approval.

CHAIR: Councillor Tim Gallagher

Signed by Chair ……..

Date ……

Report for: Overview & Scrutiny Committee 16th October 2017

Item number: **8**

Title: 2017/18 Overview & Scrutiny Committee Budget Recommendation Update

Report authorised by: Clive Heaphy – Chief Finance Officer

Lead Officer: Oladapo Shonola – Lead Officer – Budget & MTFS Programme

Ward(s) affected: ALL

Report for Key/

Non Key Decision: Key

1. Introduction

1.1. This report sets out an update on the 2017/18 Overview &Scrutiny Committee budget recommendations.

2. Cabinet Member Introduction

2.1. This report highlights that good progress has been made against the recommendations proposed by the Overview &Scrutiny Committee as part of the 2017/18 budget setting process.

3. Recommendations

3.1. That the Committee note the progress that has been made on the recommendations detailed in Appendix 1 of this report.

4. Reason 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 an update on progress on budget recommendations put forward by the Overview & Scrutiny Committee as part of the 2017/18 budget setting process and as such there are no alternative options.

6. Background Information

6.1. As part of the 2017/18 budget setting process a number of recommendations were put forward by the Committee and agreed by Cabinet to be taken forward. This report provides an update on how these recommendations have been progressed since agreed by Cabinet.

7. Contribution to strategic outcomes

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

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

Chief Finance Officers Comments

8.1. This is a report of the Chief Finance Officer and there are no financial implications arising from this report.

Assistant Director of Corporate Governance

8.2. The Assistant Director of Corporate Governance has been consulted on this report and there are no legal implications arising from this report.

Equalities

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

- tackle discrimination, harassment and victimisation of persons that share protected characteristics;
- 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.

8.4. The protected characteristics are: age, disability, gender reassignment pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.5. This report provides an update on the budget recommendations made by the Committee. Given the potential impact on savings on service provision, budget proposals were subject to equalities impact assessment prior to them being approved by Full Council.

9. Use of Appendices

Appendix 1 – Overview & Scrutiny Budget Recommendations Update

10. Local Government (Access to Information) Act 1985

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

- 2017/18 Budget Monitoring Report

10.2. For access to the background papers or any further information please contact Oladapo Shonola – Lead Officer – Budget & MTFS Programme.

Recommendation	For Cabinet Response/ or Information Request Status	Update on 2017/18 Recommendations (16th October 2017)
That serious concern be expressed at the lack of detail within the proposals in respect of risk modelling and that a further report on progress in delivering the savings and their impact upon service delivery be submitted to the Panel as soon as these became clear and before the end of 2017.	Agreed. A further report on progress around delivering the savings will be submitted to the panel before the end of 2017.	A report on progress on delivering savings will be submitted to the next O&S committee.
OSC noted the concern that had been expressed by the Panel regarding the potential impact of the Disability Related Expenditure proposal and the Panel's suggestion that consideration should be given to limiting the impact by reducing the cut and by spreading the reduction out over five year, rather than three. **However, in conclusion the Committee recommended that this proposal should not proceed.**	Although operating a percentage disregard approach facilitates a quicker process with regards to financial assessments, to further mitigate the reduction, it is planned to increase resources to offer individual assessments to those people who would find this preferable. Where people opt to have an individual assessment, they will be able to provide a detailed breakdown and evidence of their relevant disability related expenditure and to identify any additional areas of expenditure that are a result of their disability, age or health. It is acknowledged that this approach could result in increased requests for detailed individual assessments, hence the need to secure additional personnel as part of this approach. However, as people would have an option for a detailed individual assessment we are actively seeking to mitigate any potential adverse effects of the proposal on the vulnerable people we support.	The implementation of this savings has been delayed and the proposal is currently under review.
OSC noted the Panel's concern about the timing of the Transport to Day Opportunities proposal, especially in view of the number of changes already taking place across day activities, and the suggestion that consideration	Recommendation that this saving is retained in the proposals but that we aim to achieve it in 2018/19 rather than 2017/18, giving the service time to review feedback and further assess impact.	The implementation of this savings has been delayed and the proposal is currently under review.

Recommendation	For Cabinet Response/ or Information Request Status	Update on 2017/18 Recommendations (16th October 2017)
be given to moving this proposal back to later in the MTFS period. **However, in conclusion the Committee recommended that this proposal should not proceed.**	The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Adults and Health Scrutiny Panel. However, it was agreed that more information was needed on the implications of the Transport to Day Opportunities proposal. This information reflected that there are 466 users of day opportunities, 151 of whom currently attend in-house provision and 315 of whom attend external provision. Of these, 415 are subject to charging. A recent desktop review indicated that Haringey pay the full transport costs to and from externally delivered daycare for 32 service users although they are contributing to the cost of the day care they receive. Initial indications are that the impact of adding on the cost of transport to the day care package costs will have a very limited impact on the actual charge to the user as the cost of the overall package will be subject to the standard financial assessment, which is based on the ability to pay and not on an automatic percentage charge of the overall cost. Any increase in charges identified would therefore only be possible within the limits set out in the charging policy. These service users have not been directly affected by the transformation of council delivered day opportunities and have continued to receive services as previously. In addition, there are 139 service users who use transport services to attend council delivered day care. The same issues arise as for externally delivered day opportunities provision. In line with the established principle that all elements of a care package are	

Recommendation	For Cabinet Response/ or Information Request Status	Update on 2017/18 Recommendations (16th October 2017)
	subject to our charging policy and that this is based on financial assessment and the ability to pay, these costs are being reviewed, taking into account the changes underway within the service but always within the existing charging policy.	
That the Cabinet Member for Finance and Health be asked to host a Member Learning and Development session, for all Members during the first half of 2017, on New Models of Care. This should include an update on the Haringey and Islington Health and Wellbeing Boards.	Noted. The format, timing and content of the session to be agreed.	
That an update on progress with the development of New Models of Care be submitted to a future meeting of the Panel during 2017/18.	Noted. The format, timing and the appropriate level of detail to be agreed.	
That concern be expressed at the potential for the proposal to lead to an increase in fly tipping and the achievability of the additional income specified and, in the light of this, the following take place: • A communications campaign with emphasis on the current penalty of £400 for fly tipping; • Consideration of an increase in the level of the penalty; and • Quarterly monitoring of the impact, benchmarked from the date of implementation of the proposal and, in addition, a full review after a year.	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee.	Priority Boards have been meeting monthly to exercise their oversight role in the implementation and delivery of agreed budget savings. Quarter one budget monitoring report was considered by Cabinet at its meeting of 12th September – the same report is on today's agenda to be considered by the O&S Committee.
1. That there be discretion to waive the charge if there is evidence of bins being damaged during collection;	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly	Priority Boards have been meeting monthly to exercise their oversight role in the implementation and delivery of agreed

Recommendation	For Cabinet Response/ or Information Request Status	Update on 2017/18 Recommendations (16th October 2017)
2. That bins be made more clearly identifiable as being from Haringey; 3. That the potential for the proposal to impact adversely on income levels be noted; and 4. That the impact on the number of replacement bins requested be monitored.	budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.	budget savings. Quarter one budget monitoring report was considered by Cabinet at its meeting of 12th September – the same report is on today's agenda to be considered by the O&S Committee.
That consideration be given to posting out of bags to residents.	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.	Priority Boards have been meeting monthly to exercise their oversight role in the implementation and delivery of agreed budget savings. Quarter one budget monitoring report was considered by Cabinet at its meeting of 12th September – the same report is on today's agenda to be considered by the O&S Committee.
That the impact of closure be monitored closely for any impact on the level of fly tipping	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.	Priority Boards have been meeting monthly to exercise their oversight role in the implementation and delivery of agreed budget savings. Quarter one budget monitoring report was considered by Cabinet at its meeting of 12th September – the same report is on today's agenda to be considered by the O&S Committee.
The some capacity be maintained for proactive work by the graffiti service	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through	Priority Boards have been meeting monthly to exercise their oversight role in the implementation and delivery of agreed budget savings. Quarter one budget monitoring report was

Recommendation	For Cabinet Response/ or Information Request Status	Update on 2017/18 Recommendations (16th October 2017)
	this process.	considered by Cabinet at its meeting of 12th September – the same report is on today's agenda to be considered by the O&S Committee.
1. The age for concessionary rate be reduced from 75 to 65; and 2. That future increases in price be staged	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.	Priority Boards have been meeting monthly to exercise their oversight role in the implementation and delivery of agreed budget savings. Quarter one budget monitoring report was considered by Cabinet at its meeting of 12th September – the same report is on today's agenda to be considered by the O&S Committee.
Recommended that this proposal should not proceed.	Agreed	This savings proposal has not been implemented and has been removed from the savings programme following Cabinet's decision.
That concern be expressed about the proposal and that a full report on the issue, including an equalities impact assessment, be submitted to overview and scrutiny once market testing has taken place and before a decision is taken on procurement by Cabinet.	Noted. The format, timing and the appropriate level of detail to be agreed.	It was decided at Cabinet to not progress this option for now.
Noted that delivering the saving was contingent on a reduction in demand, and should be amber rather than green.	Agreed	Agreed the risk rating for this saving has been changed to amber.
Recommend that this proposal not proceed.	Agreed	This savings proposal has not been implemented and has been removed from the savings programme following Cabinet's decision.

Report for: Overview & Scrutiny Committee 16th October 2017

Item number: 9

Title: 2018/19 Budget Scrutiny Timetable

Report authorised by: Clive Heaphy – Chief Finance Officer

Lead Officer: Oladapo Shonola – Lead Officer – Budget & MTFS Programme

1. Describe the issue under consideration

1.1. This report sets out the timetable for review and agreement of budget/MTFS (2018/19 – 2022/23) proposals by the Overview & Scrutiny Committee, Cabinet and Full Council.

2. Cabinet Member Introduction

2.1. The 2018/19 budget setting timetable is attached at appendix 1 of this report. It sets out the key dates when budget proposals will be presented to the Overview & Scrutiny Committee as well as the 5 scrutiny panels that are tasked with reviewing/scrutinising budget proposals and making recommendations to the Executive/Council accordingly.

3. Recommendations

3.1. That the Committee note the timetable for scrutiny of budget/MTFS (2018/19 – 2022/23) proposals.

4. Reason for decision

4.1. Details of budget scrutiny for 2018/19 is set out at the request of the Overview and Scrutiny Committee.

5. Alternative options considered

5.1. The information is provided at the request of the Overview & Scrutiny Committee so there are no alternative options.

6. Background Information

6.1. As part of the process of setting the Council's budget in 2018/19, officers are working up budget proposals to be presented to the Executive for review and approval prior to Full Council agreeing the budget on 26th February 2018.

6.2. The process for setting the budget is set out in a detailed budget timetable. Part of that process requires that the Overview & Scrutiny Committee, in its capacity as the body designated in the Constitution to review and scrutinise Executive and Council decisions, has an opportunity, following scrutiny of budget proposals, to make recommendations to the Executive/Council in relation to budget proposals and the impact of such proposals on the proper functioning of the Council and provision of services to residents.

7. Contribution to strategic outcomes

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

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

Chief Finance Officers Comments

8.1. This is a report of the Chief Finance Officer and there are no financial implications arising from this report.

Assistant Director of Corporate Governance

8.2. The Assistant Director of Corporate Governance has been consulted on this report and there are no legal implications arising from this report.

Equalities

8.3. There are no equality considerations arising from this report.

9. Use of Appendices

Appendix 1 – Budget Scrutiny Timetable

10. Local Government (Access to Information) Act 1985

10.1. No background papers were used in the preparation of this report.

Ref No	Date of Meeting/ Actions	Meeting Type	Key Actions/Reporting Activity
1	18th December 2017	Children & Young People Scrutiny Panel	Scrutiny of Priority 1 budget proposals.
2	14th December 2017 (tbc)	Adult & Health Scrutiny Panel	Scrutiny of Priority 2 budget proposals.
3	21st December 2017	Environment & Community Safety Scrutiny Panel	Scrutiny of Priority 3 budget proposals.
4	19th December 2017	Housing & Regeneration Scrutiny Panel	Scrutiny of Priority 4 and Priority 5 budget proposals.
5	16th January 2018	Overview & Scrutiny	Scrutiny of Priority X budget proposals.
6	23rd January 2018	Cabinet	Cabinet considers 2018/19 budget and 5 Year MTFS proposals including refresh of capital strategy, DSG Budget; HRA Budget and HRA Rent.
7	29th January 2018	Overview and Scrutiny	Final Budget Scrutiny Report including recommendations approved by O&S panels and formally referred to Cabinet.
8	13th February 2018	Cabinet	Final Cabinet meeting to consider the proposed budget/5 year MTFS package for 2018/19 and proposed Council tax for 2018/19, also including any final new savings and investment proposals, DSG budget, HRA budget, HRA rent and service charge increases, proposed capital programme.
9	26th February 2018	Full Council	To receive and consider the Cabinet's budget package for 2018/19 to 2022/23 as presented to Cabinet. To pass the (2018/19) budget resolution and including council tax resolution.

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Agenda Item 10

Report for: Overview & Scrutiny Committee, 16th October 2017

Item number: 10

Title: Annual update on the Overview & Scrutiny Committee's Review of the job support market

Report authorised by : Lyn Garner, Director of Regeneration, Planning and Development

Lead Officer: Ambrose Quashie, Head of Employment & Skills (020 8489 6914 / ambrose.quashie@haringey.gov.uk)

Ward(s) affected: All

Report for Key/ Non Key Decision: Non Key Decision

1. Describe the issue under consideration

1.1 This report provides a second update on work undertaken to progress recommendations made by Overview & Scrutiny Committee's Review of the Haringey Job Support Market. The Review commenced in January 2015, with a final report that Cabinet responded to on 15th December 2015. The first update report was presented to the Overview & Scrutiny Committee on 28th November 2016.

2. Cabinet Member Introduction

2.1 Supporting local people into employment remains a corporate priority under outcome 4 and a key priority of the Economic Development & Growth Strategy. In December 2015 the Council welcomed the recommendations made by the Overview and Scrutiny Committee as a positive contribution to the issue of providing effective support to long-term unemployed people.

2.2 I noted at the time that some of the recommendations would be challenging to deliver and may be beyond the influence of the council and its partners, but this second update report shows progress continues to be made in implementing the recommendations as far as possible.

3. Recommendations

3.1 The Overview & Scrutiny Committee is asked to note the progress made towards implementing its recommendations (attached as Appendix 1).

4. Reasons for decision

N/A

5. Alternative options considered

N/A

6. Background information

6.1 The Overview & Scrutiny Committee conducted a review of the Job Support Market, to assess the nature and level of support available to those in long term unemployment. The Committee commenced work in January 2015 and within its plan of work held a number of evidence gathering sessions with local stakeholders, including local long term unemployed people.

6.2 Cabinet responded to the recommendations made by the Overview & Scrutiny Panel on 15th December 2015.

6.3 The first update report on progress made towards implementing the recommendations was presented to the Overview & Scrutiny Committee on 28th November 2016.

Labour market information

6.4 In broad terms, the UK labour market continues to perform strongly and for the three months ending July 2017:

- There were 32.14 million people in work, 181,000 more than for February to April 2017 and 379,000 more than a year earlier.
- The employment rate for people aged 16-64 was 75.3%, the highest since comparable records began in 1971.
- There were 1.46 million unemployed people (based on the International Labour Organisation's (ILO) definition of unemployment[1]), 75,000 fewer than for February to April 2017 and 175,000 fewer than for a year earlier.
- The unemployment rate for people aged 16-64 (based on the economically active population) was 4.3%, down from 4.9% for a year earlier and the lowest since 1975[2].

6.5 In Haringey, the current employment rate of 74.7%, over the period April 2016 to March 2017, is just below the London and England rates of 74.9% and 75.6% respectively. The number of people claiming Job Seeker's Allowance in Haringey currently (August 2017) stands at 3,510, 63% (or 5,960) lower than five years ago.

6.6 However, despite this strong performance, there are still groups of people that suffer poor labour market outcomes. For example, at November 2016 there were 11,320 people in Haringey claiming Employment Support Allowance/Incapacity Benefit, not significantly different from the position of

[1] Somebody is defined as being ILO unemployed if: they have actively looked for work in the last four weeks and are available to start work in the next two weeks; or they are out of work but have found a job and are waiting to start it in the next two weeks.

[2] Source: ONS UK labour market statistical bulletin, September 2017 - https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/september2017

12,370 claimants five years earlier. This also reflects the trends across London and England.

Project delivery data

6.7 Over the period April 2015 to June 2017, projects delivered, commissioned or supported by Haringey Council[3] have been successful in supporting 903 unemployed and economically inactive residents into employment.

7. Contribution to strategic outcomes

7.1 This fits with Priority 4 of Haringey's Corporate Plan, to deliver growth in Haringey through investment in jobs, skills, business and infrastructure.

7.2 This also fits with the priorities outlined in the Economic Development and Growth Strategy.

8. Update on recommendations

8.1 The current position regarding the Committee's recommendations are contained in full in Appendix 1.

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

Finance and Procurement

The cost of implementing the recommendations in this report will be met from existing budgets or as necessary from the Labour Market Growth & Resilience Reserve, which currently has a balance of £790,000.

In response to Recommendations 8, 9 and 15, funding has been sought from the Council through Section 106 and funding from Jobcentre Plus and Commissioning.

Recommendation 7, the adoption of the London Living Wage, will have financial implications beyond the budget level set for 2017/18. Currently there are no budgetary provisions for this recommendation.

Legal

This is an update report on the progress with Scrutiny recommendations. There are no legal issues arising.

Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

[3] The projects are: Haringey Employment & Skills Team; Haringey 100 (apprenticeships); Haringey Employment Support Project (GLA funded); and Haringey residents supported into local construction jobs.

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Current Haringey Council employment delivery is targeted at and monitored against groups who tend to suffer from labour market disadvantage, including those with protected characteristics as described above. This includes young people, ethnic minorities, parents (including lone parents) and disabled people. We will continue to target employment activity specifically at groups that suffer labour market disadvantage and will monitor outcomes for these groups through our existing delivery plan and for any future work taken forward in response to the Overview and Scrutiny recommendations.

A number of recommendations within the review are of particular relevance to supporting residents with characteristics covered by our equality duty. It is noted that the review recommends improving communication of local employment services to promote better accessibility (recommendation 8). We have addressed this as part of the Haringey Employment and Skills Team's move to Wood Green, which offers a more accessible location for people, including those who are covered by the protected characteristics, to benefit from employment services. We have also undertaken specific promotional project delivery – including the Routes to Work campaign and careers fairs, and engagement events as part of National Apprenticeship Week – that have had a particular focus on attracting young people and adults who suffer from labour market disadvantage.

10. Use of Appendices

9.1 Appendix 1 – Responses and updates to the Overview & Scrutiny Committee report recommendations.

11. Local Government (Access to Information) Act 1985

11.1 Overview & Scrutiny Committee Review of Job Support Market, Final Report – http://www.minutes.haringey.gov.uk/documents/g7372/Public%20reports%20pack%2019th-Oct-2015%2019.00%20Overview%20and%20Scrutiny%20Committee.pdf?T=10

11.3 Cabinet Response to Overview & Scrutiny Review of Job Support Market – http://www.minutes.haringey.gov.uk/documents/s82609/08_Response%20-%20OSC%20Haringey%20Job%20Support%20Market%20Review%20FINAL%20updated%20Finance%20comments.pdf

11.4 Haringey Job Support Market Scrutiny Project Update – http://www.minutes.haringey.gov.uk/documents/b20204/to%20follow%20pack%2028th-Nov-2016%2019.00%20Overview%20and%20Scrutiny%20Committee.pdf?T=9

11.4 Haringey Economic Development & Growth Strategy – http://www.haringey.gov.uk/sites/haringeygovuk/files/eeconomic_development_and_growth_strategy_pdf_187kb.pdf

Appendix 1 – Overview & Scrutiny Committee Review of the Haringey Job Support Market – Response and Updates to Recommendations

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
1	***There is a need to establish a forum where local job search agencies (e.g. Job Centre Plus, Work programme Providers, Haringey Employment & Skills Team, Voluntary Sector Agencies and registered key Housing Providers) can network, share information and develop a more coordinated response to support the needs of local long term unemployed people. It is suggested that this is a sub group of the Employment and Skills Board and reports***	Partially agreed	This will be taken forward with key partners such as Jobcentre Plus. A discussion paper covering this recommendation will be presented at the next Haringey Employment & Skills Board meeting. It will ultimately be the Board's decision whether such a group should report to it.	March 2016 Economic Development Service	This forum, led by Jobcentre Plus, has been set up and met three times, the last time being 11th October 2016. The main issues discussed by the group have centred on the introduction of Universal Credit and the lowering of the Benefit Cap. In addition, the council and Spurs Foundation have set up a complementary forum focused on employment opportunities arising from the stadium redevelopment project. These issues are fed into discussions held by	The forum led by Jobcentre Plus last met on 11th September 2017 with the main focus being on preparing for the full rollout of Universal Credit in Haringey in 2018. The Haringey Employment & Recruitment Partnership (HERP) has been set up to co-ordinate relationships with employers. A major focus of HERP is to co-ordinate activities to maximise local employment outcomes from the Spurs stadium project. As such, HERP is currently co-chaired

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	directly to it. ***Once established, it is clear that this job support forum should be task centred and aim to resolve a number of working priorities which should include:*** • ***How to improve data sharing data across for more effective identification and targeted support for local long term unemployed;*** • ***The identification of any gaps in the local skills training offer to unemployed people and to develop shared and coordinated response;***				the Haringey Employment & Skills Board.	by Haringey Council's Head of Employment & Skills and the Tottenham Hotspur Foundation's Chief Executive, and meets on at least a quarterly basis. As well as the Spurs stadium project, HERP has also worked successfully with Premier Inn and Travelodge, that opened new hotels in the borough recently, and is currently supporting Sainsbury's on recruitment for the new supermarket opening in Horsney. All of these activities are reported up to the Haringey Employment & Skills Board, which is chaired by the Cabinet Member for Economic Development, Social

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	• ***How local agencies can work together more effectively by aligning priorities and pooling resources to develop a more coordinated response to support long term unemployed people - this could encompass targeting the particular needs of specific groups of long term unemployed people (e.g. single parents, those with criminal records, those aged 50 and over and young people) or the specific employment***					Inclusion & Sustainability.

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	aspirations of unemployed people (e.g. construction industry, retail, office);. • ***How the range of training and development opportunities available should be collated and presented bringing together the local skills and training offer in a more accessible and coherent way to the long term unemployed;*** • ***To identify good practice (outcomes) in supporting local unemployed people and to share this across***					

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	the job support network; • ***To coordinate approaches to local businesses to extend and improve local job opportunities and or work experience opportunities for the long term unemployed.***					
2	***People in long term unemployment may face multiple barriers to finding work and therefore present with more complex needs. In this context, long term unemployed require intensive longer-term support across a wide range of services to address all these needs and thus a more coordinated and***	Partially agreed	The feasibility of fully implementing these recommendations will need to be assessed in consultation with relevant Council services and partner agencies. Haringey's Customer Service transformation programme and the Job Centre Plus	March 2016 Economic Development Service	There is housing advice and support available to Jobcentre Plus customers as part of the welfare reform hub and the response to the lowering of the Benefit Cap. Further details of actions to support people affected by the Benefit Cap can be found in an update report on the Review of the impact of welfare	Housing advice and support continues to be available to Jobcentre Plus customers as part of the response to welfare reform and, in particular, the response to the lowering of the Benefit Cap. HEST and HALS remain co-located at Wood Green Library and are working successfully to

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	joined up approach is integral to effective support. Whilst there were many examples of good joint working across services to deliver joined up advice and support to unemployed people, there were a number of gaps and areas where service improvement would be beneficial to assisting long term unemployed; ***a) Advisers at Job Centre Plus and local unemployed people both identified that it would be helpful to have housing advice and support available within Job Centre Plus to provide such specialist on-site***		upcoming review of its physical estate should provide an opportunity to progress this agenda.		reform which will also be presented to this committee on 28th November 2016. The issue of access to childcare is being taken forward as part of the response to the Government's commitment to offer 30 hours of free childcare to 3 and 4 year olds. HEST and HALS are now both located at Wood Green Library, which has lent itself well to more joint activities, e.g. on recruitment for the new Premier Inn that opened recently in Tottenham Hale. The council is also working strategically with CONEL on activities to	join up employment and training and activities. The extends to work with CONEL where, for example, this join up of services resulted in all external vacancies available from the new Premier Inn that opened in Tottenham Hale last year being filled by local people prepared through HERP. Work with the Children's Service is ongoing to improve access to affordable and appropriate childcare, particularly as part of the rollout of 30 hours free childcare for working parents of 3-4 year olds.

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	support to help clients assess the viability of potential work opportunities and possible impact on welfare benefits; ***b) Quicker and more effective processing of Housing Benefit claims to ensure that claimants receive the benefits that they are entitled to and that any adjustments are made quickly to ensure claimants do not go in to debt;*** ***c) Evidence from providers and unemployed single parents identified the lack of childcare as a significant gap in supporting local unemployed people. Of particular***				help more people into apprenticeships.	

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	concern was the lack of provision in the evening and weekends, when more part-time positions were available. A more strategic oversight and commissioning strategy of childcare provision may be needed. ***Improved linkage between job support agencies and local education and training providers (e.g. CONEL and HALS).***					
3	***Whilst there is clearly some work taking place to support those with mental health problems back in to work (e.g. employability course offered through MIND, Individual Placement and Support (IPS)***	Agreed	Employment services are already linked in with services to support people with mental health conditions. However, improvements to the	Ongoing Economic Development Service	The borough-led ESF bid to support people with common mental health problems was unsuccessful. However, discussions are taking place with the successful bidder, Shaw Trust, about the delivery	Following changes in government policy and focus, there has been a delay with signing a health devolution deal for London, although this is expected to be completed in October 2017. This delay has

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	service), providers noted that this issue would benefit from a more strategic response involving all job support agencies and BEHMHT to: ***a) Provide greater recognition and awareness of this issue within existing support programmes;*** ***b) Upscale local capacity and coordinate a response to this issue:*** ***c) Provide further training to local job support providers to help in the identification and onward referral of clients with experiencing mental ill health;***		current offer and partnership structures are being explored – for example, through an ESF bidding opportunity to support with common mental health problems (involving IPS linked with IAPT and wider employment support).		approach. In addition, the council is actively pursuing two relevant lines of enquiry linked to devolution: a) Preventative support for people issued with a sick note to increase the chances that they'll return to work rather than making a subsequent claim for the Employment & Support Allowance. b) Through the council's membership of Central London Forward, exploring, as part of a devolution deal for London, the possibility of getting more local control over how the	limited our ability to make significant improvements to job retention services for people with mental health conditions. Nevertheless, we have worked hard to promote existing national retention services – Fit for Work and the Workplace Mental Health Support Service (MH strand of Access to Work) to GPs, local employers and residents (where appropriate) in order to increase uptake and benefit of these free services. In addition, we have increased promotion of a range of general and specialist employment support services to GPs via their portal, to enable GPs to signpost their patients to

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	d) Aid the identification of those with an undiagnosed mental health condition and the range of support available.				Government's new Work & Health Programme is commissioned and delivered.	appropriate forms of support. Public Health has also convened a working group of providers and commissioners of employment related support (including JCP, BEH, CCG and VCS organisations) to share good practice, identify areas for collaboration and support the local implementation of the Work and Health Programme. JCP has recently recruited a specialist Mental Health community partner to strengthen links between work coaches and the local voluntary sector and improve the support provided to job seekers

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						with mental health conditions. Central London Forward, a partnership of Inner London boroughs of which Haringey Council is a member, is commissioning a provider to deliver the devolved Work & Health Programme. Three providers have been shortlisted, one is scheduled to be appointed in November 2017 and the programme will be operational by the end of March 2018. This arrangement will enable the Council to have more control over how mainstream employment support is delivered.
4	***There is a need to develop work***	Partially agreed	This is currently being considered as part of	April 2016	The council's immediate focus, as an employer,	The council's main focus has been on preparing

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	experience opportunities among the long term unemployed as these can help to build confidence, benchmark skills and identify additional training needs. Four key areas for development identified within the review included: ***a) To substantially increase the <u>volume</u> and <u>quality</u> of work placement opportunities available locally;*** ***b) That there needs to be a more coordinated approach by local job support agencies to local employers in seeking work placement / job***		the Haringey Academy. However, this will also need to be considered in the context of the available organisational capacity to offer the necessary pastoral support to maximise the work experience benefits. Work experience is already offered to long-term unemployed people – for example, through Jobcentre Plus and the Haringey Employment Support Project. However, it is agreed that businesses should be consulted on what more can be done to increase the availability of work experience	Economic Development Service	has been on setting up an apprenticeship scheme that has resulted in 20 apprentices being recruited since April 2015. The possibility of setting up a work experience scheme is still being considered within the context of organisational capacity. Work to develop a more co-ordinated approach to sourcing job and work placement opportunities is being taken forward by the Haringey Employment & Recruitment Partnership (a consortium of major local support agencies, including the council, Jobcentre Plus, CONEL	for the Apprenticeship Levy, which was introduced in May 2017. However, within the context of current organisational capacity, the Council continues to offer work experience to: 1. Student Internships (those with less than 1 year as part of a UK based further or higher education course) 2. Interns carrying out observations 3. School work experience placements of compulsory school age The two ESF employment and skills

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	opportunities (e.g. to avoid duplication and streamline efforts); ***c) That the Council (and Homes for Haringey) should lead by example and establish an explicit work experience programme for local long term unemployed, and should also encourage other public sector and key employers to follow suit;*** ***d) That the Council should consult and engage with local businesses (especially small to medium size) to identify what support they would***		opportunities.		and the Spurs Foundation). Through the Council's project with the East London Business Alliance, 12 people were supported into work experience opportunities. The council will also seek to increase the work experience offer through two ESF employment support and skills project that will be co-commissioned with London Councils and the GLA.	projects that are referenced in the November 2016 update are still being commissioned but will contribute towards increasing the availability of work placement opportunities. In addition, the launch of the Tottenham Charter will help to provide further work placement opportunities and, based on feedback from employers, a co-ordinator is being recruited oversee connecting local people to opportunities offered by businesses though the Charter.

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	need to extend and improve work experience opportunities for local long-term unemployed people.					
5	***It was evident from the submissions of both job support providers and from unemployed people themselves that the transition from unemployment to work can require significant social and economic adjustments. The evidence would suggest that there is a need for greater transitional support to help the long term unemployed adjust to and sustain new employment. This support should***	Agreed	Assistance (financial and advisory) of this nature is already made available directly to people who receive support from employment support providers. This includes the Haringey Employment and Skills Team where financial assistance is available from existing budgets, and Budgeting Loans that are available to Jobcentre Plus customers. However, a menu of	May 2016 Economic Development Service	Details of complementary provision is available as part of the commissioned IAG service that is delivered by the Citizen's Advice Bureau.	Details of complementary provision continues to be available as part of the commissioned IAG service that is delivered by the Citizen's Advice Bureau.

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	include: ***a) Additional financial assistance where there is a lag between the curtailment of benefits and receipt of first pay cheque;*** ***b) Benefits advice and guidance to help people understand the changes that will result from new employment (e.g. housing benefit, council tax exemptions, tax credits);*** ***c) Budgeting and financial planning advice (how to manage money), this should include the***		complementary provision that is also accessible (e.g. credit union) will be developed to enhance the current offer. This recommendation should also be fed through to the commissioning team with reference to their procurement of wider IAG services			

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	promotion of the local credit union and financial services available to the unemployed and those on low incomes.					
6	***Evidence from Council officers, Job Centre Plus and from unemployed people themselves highlighted local disparities in the level of careers advice provided to unemployed people. This suggested that there is a need for the development of a local careers guidance strategy to ensure that:*** ***a) There is consistent and comprehensive careers education and guidance to***	Agreed	This need has consistently been identified in consultation with residents and stakeholders. As a consequence, careers provision (or lack thereof) will be one the areas considered by a forthcoming Employment and Skills review of pathways into secure employment for Haringey residents.	Ongoing Economic Development Service	As part of the school age careers project, a careers tool for practitioners has been created and is available on the council website - http://www.haringey.gov.uk/children-and-families/services-young-people/haringeys-career-ambition The council is organising a major careers fair on 16th November 2016 for young people – http://www.haringey.gov.uk/jobs-and-training/help-getting-	A careers tool for practitioners, Haringey's Career Ambition, continues to be available on the council website – http://www.haringey.gov.uk/children-and-families/services-young-people/haringeys-career-ambition The second Routes to Work careers fair is scheduled to take place on 8th November 2017 at Alexandra Palace. The National Careers Service weekly drop in

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	young people throughout schooling; ***b) Careers guidance continues to be available to adults and those seeking work.***		The review will make recommendations on areas for further investment. In the interim the Economic Development team are running a careers education pilot for three Tottenham secondary schools and a National Careers Service adviser is based at HEST on a part time basis.		job/routestowork HEST has set up a strategic relationship with the National Careers Service, which involves weekly drop in sessions for adults seeking careers advice.	from the HEST office in Wood Green Library is still operational. The first phase of the Tottenham Charter will be focused on connecting employers with schools, partly with the aim of improving careers support to young people.
h	***One of the most significant barriers to work is the level of pay offered to those in long term unemployment. From the evidence of the long term unemployed, it was noted that many instances, it would not***	Partially agreed	The procurement team have been requested to conduct a review of wage levels paid by Council contractors. It should be noted that increasing all contractor employees' salaries to LLW levels	Ongoing Economic Development Service	The council's procurement documentation now includes a question on whether bidders pay the London Living Wage. However, it is the case that cost implications mean that paying the London Living Wage is	The specification for the devolved Work & Health Programme contains targets for pay progression. The appointed provider will outcome payments based on client earnings. These performance-related

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	be financially viable to take on part-time or even full time employment once rent and other essentials had been accounted for. The Council was noted to be committed to the provision of the London Living Wage, though the Committee was unsure of the degree to which this applied to contractors (and sub contractors) and if this could be effectively monitored. In this context, the Committee recommended that: ***a) The Council and its partners should continue to press for more widespread adoption of London Living Wage to increase the viability of***		may have cost or service delivery implications for the council. Responding to this agenda, the Haringey Employment Support Project (funded by GLA through the Tottenham programme) has been set targets around helping people increase their earnings levels from minimum wage to LLW. The move to Universal Credit should also mean that Job Centre Plus advisers start providing support to people to access better paid work and that they will continue to provide support for		not always a contractual requirement. The GLA funded Haringey Employment Support Project has had limited success in supporting people into jobs paying at least the LLW. Many of the people the providers have engaged, such as parents, have considered some of the costs (e.g. higher travel costs and loss of benefits) associated with taking a higher paid job to outweigh the benefits of an increase in earnings.	payments, that will include incentives to support people into work paid at least at the LLW, will be worth at least 50% of the contract value and help ensure that accessing well-paid employment is a priority.

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	working options for unemployed people; ***b) The Council should undertake an audit of council contracts to fully assess the degree to which the London Living Wage is paid to employees;*** ***c) Undertake further work to assess what support is currently provided for those that are in low waged work and identify priorities for additional support and how this can be provided across the job support market.***		people in work with low earnings.			
8	***(i) Members of the panel were encouraged by the work of the Haringey Employment and Skills Team (HEST)***	Agreed	HEST has recently moved from Northumberland Park to Wood Green Library which has been helpful in raising its profile across the borough	Ongoing Economic Development Service	Co-location is taking place with a number of partners including Jobcentre Plus and the National Careers Service.	HEST continues to be a well used service and in 2016/17, supported 165 people into employment. Co-location with services, such as the

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	in providing in-depth support and advice to local unemployed people. It was felt that this intensive model of support, as well as access to practical services (e.g. IT services), best suited the needs of the long term unemployed. Many long-term unemployed people however, seemed unaware of this service and the support that it provided, and it was thus recommended that: ***a) HEST would benefit from improved communications and promotion to improve the***		and increasing referrals to and from the Adult Learning Service. The HEST relaunch was well attended by stakeholders and service users. A number of co-location opportunities are being pursued with JCP and also the Adult Learning Service and the National Careers Service. The Head of Economic Development & Growth is considering options to put HEST on a firmer financial footing from 2016/17, subject to savings targets.		Strategic relationships, involving sharing vacancies and joint training activities, are ongoing with partners such as the College of Haringey Enfield and North East London, and the Tottenham Hotspur Foundation. Revenue funding has been secured to continue with the HEST service in 2016/17. The current proposal is to use Section 106 funding to maintain the service beyond this financial year.	National Careers Service, is ongoing. The team also delivers activities outside of Wood Green Library to promote its services. For example, as part of the recruitment activities for the new Sainsbury's opening in Hornsey information sessions are being run across the borough to promote the jobs and support available from HEST. Revenue funding was secured to continue with the HEST service in 2017/18 and discussions are ongoing with Planning about the use of Section 106 to enhance the current offer.

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	accessibility of the services it provides; ***b) The presence of a HEST adviser (sessional) within Job Centre Plus may help to improve the interlinking and onward referral between these services;*** ***c) The operation of HEST at additional sites outside of Northumberland Park may contribute to improved accessibility of this service.*** ***(ii) The Committee noted that there has been financial uncertainly around***					

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	the future funding of HEST for a number of years which was detrimental to the operation of the service. It appears that such operational uncertainty will however continue in the short term as funding is only assured until 2016/17 within the current MTFS. In this context, the Committee recommended that: ***a) That increased income through S106 monies should be used to put HEST on a more stable financial footing to enable it to***					

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	consolidate and extend the valuable services it provides to local unemployed people.					
9	***Interviews with local unemployed people highlighted the centrality of access to IT computers and the internet to support their job search activity. The Committee noted that those claiming Job Seekers Allowance were required to undertake a minimum number of hours in job search activity each week and that applications for jobs (for whatever grade) almost exclusively needed to be***	Partially agreed	Longer periods of access at libraries need to be balanced against the requirement to make PCs available to as many residents as possible, and library PCs are not solely intended for job search purposes. We are exploring the possibility of incorporating improved domestic broadband access into the specification for the Development Vehicle, which should over time	Ongoing Economic Development Service	The council's Economic Development Service is exploring a range of options to bring superfast and ultrafast broadband into key business locations. Some of the broadband suppliers engaged have indicated that their offer to the borough could also include free Wi-Fi and internet to public buildings and spaces as well as community buildings. The Economic Development Service has also fed this	JCP and Commissioning have recently reached an agreement to fund a resource provided by CAB to support the introduction of Universal Credit, with a focus on access to IT given the Universal Credit requirement to manage claims online as well as debt advice) There are computers in the front-of-house areas of local branches of Jobcentre Plus, and people who bring their own devices are supported to access

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	completed on line. With many of the long term unemployed being unable to afford a PC or have internet access at home, local libraries and other community access points had become important hubs for local job search activity. It is apparent however that these sites were often crowded (especially out of school hours) and where access can be limited (1 hour slots). In addition, many of the long term unemployed required ongoing IT advice and support which was not available at such community hubs and therefore further restricted their job search activity. It is		improve internet access for disadvantaged households. HEST also makes computers available for client jobsearch where possible.		recommendation into the High Road West Developer Partner procurement process and the vision to create a Tottenham High Road Library Learning Centre.	JCP wifi. In addition, computers are available, for job search and applications, via HEST and HALS at Wood Green Library. This pooled resource is being used, for example, to help local people complete online applications for the new Sainsbury's supermarket opening in Hornsey.

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	therefore recommended that: ***a) Providers may wish to consider shared or pooled services to (1) further promote PC and Internet access the borough (2) provide more intensive and ongoing IT support targeted to those with less developed IT skills.*** ***b) There should be improved signposting to IT services and support among providers.***					
10	***In evidence from providers, a Guaranteed Interview Schemes for those meeting essential criteria for job***	Agreed	The Council already offers guaranteed interviews to local unemployed people. The use of the scheme has, however, reduced	March 2016 Economic Development Service	Work to explore the possibility of extending the guaranteed interview scheme to temporary vacancies is still being progressed.	The council's main focus has been on preparing for the Apprenticeship Levy, which was introduced in May 2017.

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	vacancies was noted to be a positive development which encouraged local unemployed people to focus and apply for local jobs. Whilst acknowledging that awareness of this scheme may be low and there are currently limited suitable vacancies, the Committee recommended that: ***a) There needs to be further promotion of the Haringey Guaranteed Interview Scheme to ensure that relevant vacancies are actively promoted with local job support market providers;*** ***b) That once a working model of this scheme is re-established, it is***		in recent years due to the reduction in employment opportunities with the council. However, the possibility of extending the guaranteed interview scheme to temporary vacancies will be explored with HR. The possibility of extending the scheme to other employers, such as Homes for Haringey, will also be explored.		Extending the scheme has been taken forward with some employers – for example, guaranteed interviews were a feature of the recent recruitment for the new Premier Inn that opened in Tottenham Hale. Work to extend the scheme to Homes for Haringey is still being progressed.	Improving the operation of, and access to, the council's guaranteed interview scheme will be considered within the context of the new Haringey Resourcing Hub.

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	replicated within Homes for Haringey and suggested to other local partners: ***c) That the Council consider opening up this scheme to vacancies recruited through agencies.***					
11	***The Committee noted that Job Centre Plus is centrally commissioned and that service levels are prescribed accordingly, and in this context there may be little scope for local service variations. It was also noted that Job Centre Plus staff face a difficult task in both monitoring compliance with required job search activities (and thus eligibility for***	Partially agreed	While implementation of this recommendation would undoubtedly improve services DWP do not typically allow local flexibilities. Discussions are underway about some devolution of commissioning powers for employment support. If achieved this is likely to focus on claimants supported through	Ongoing Economic Development Service	Through the council's membership of Central London Forward, we are exploring, as part of a devolution deal for London, the possibility of getting more local control over how the Government's new Work & Health Programme is commissioned and delivered.	By jointly commissioning the Work & Health Programme through its membership of Central London Forward, the Council will be able to exercise more control over how support is delivered than if support were commissioned by the DWP and delivered via JCP. Three providers have been shortlisted to deliver the Work & Health Programme, with one to be awarded the contract in November

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	benefits) as well as providing personalised advice and support for job search activity. Evidence from service users would appear to indicate that whilst Job Centre Plus was the key service for accessing training and support, awareness and access to such training courses was perceived to be 'ad hoc' which was mostly dependent on the experience of their personal adviser or the relationship that they had with their personal adviser. In addition, the Committee noted that there were instances where local unemployed people missed out on training opportunities as JCP		Work Programme Plus, a similar group to those prioritised for this review. There may be some scope to increase flexibility and sensitivity of provision (including access to training) at this stage.			and the programme to be operational by March 2018.

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	advisers did not have authority to sign-off relatively small sums of money for training (as higher authorisation was required which took too long). It is therefore recommended that: ***a) A new system for promoting work and training opportunities is developed for local job seekers at JCP;*** ***b) A higher financial limit /lower threshold is established to enable JCP advisers greater flexibility to authorise funding to support training courses for unemployed.***					

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12	***Interviews with local unemployed people noted that job search activities were hampered by the cost of travel. Whilst some had access to reduced priced Oyster Cards and received support for travel to interviews, awareness of such schemes and take up was by no means universal. It was therefore recommended that:*** ***a) Further work should be undertaken to promote those schemes or agencies which are able to provide financial assistance for travel for unemployed people (e.g. improved signposting***	Partially agreed	There is ongoing work – for example, with Stansted Airport – to promote appropriate financial assistance. However, it is accepted that more could be done to other to promote other means of support (e.g. travel discounts for apprentices). This will be taken forward as part of the response to recommendation 5. We have recently raised the authorisation threshold for the HEST manager to facilitate timely access to discretionary support for travel, interview clothes etc for HEST clients.	May 2016 Economic Development Service	Discretionary support of this nature is still available as part of the HEST offer. The council's work on apprenticeships also includes promoting the travel discounts available through the Apprenticeship Oyster Card.	The offers outlined in the November 2016 update continue to be available. In addition, Stansted Airport launched a fixed presence at Tottenham Jobcentre to promote jobs in September 2017. The 80% travel discount available to Airport employees will form part of these promotional activities.

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	between agencies).					
13	***A significant personal barrier to gaining work among the long term unemployed was lack of confidence and low self esteem. Many providers noted that the long term unemployed required a 'hand holding and confidence building' to assist them through job search processes, however these 'softer' aspects of job support services were often absent within commissioning contracts. How local services can help to build confidence and self esteem among long term unemployed therefore remains a critical question for the***	Agreed	The Haringey Adult Learning Service (in common with Adult and Community Learning services nationally) is now specifically targeted by the Skills Funding Agency and OFSTED to ensure that employability is embedded throughout all its delivery. This provision is valuable as a means of equipping long-term unemployed people with hard skills/qualifications as well as softer skills such as confidence/self esteem, communication and team working.	March 2016 Haringey Adult Learning Service	HALS delivers both accredited and non-accredited programmes for 2,000 learners a year. Success rates are now at or above national averages. Employability is embedded across all programmes and has been recognised and endorsed by external boards and agencies. In the 2015-16 year a destination survey (42% response rate) found that 86% of HALS learners reported improved self confidence and self esteem as a result of the completing a course. 73% of learners reported that their course had helped them with employment /promotion / increasing earnings. This figure	HALS continues to offer a broad range of accredited and non-accredited courses for residents in need of upskilling to get work or to facilitate career progression. Success rates for the academic year 2016-17 have yet to published but will be broadly in line with the update provided in November 2016. In 2017, HALS ran a successful pilot programme with the North Middlesex Hospital, delivering functional skills maths programmes for residents in insecure employment seeking career progression in the NHS. The pilot recorded 100% success rates for candidates. HALS has also established a

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	local job support market. The Committee noted that the successful completion of any training (be it skills based, therapy or art course) could help to improve confidence and lead to improved employment outcomes. The Committee therefore recommended: ***a) That the Council assess how access all adult learning courses could be improved to help long term unemployed move a step closer to the job market.***		However, this is largely framed in terms of what is permissible by the Skills Funding Agency and although a large chunk of HALS provision will be geared towards accredited training, there is some flexibility – for example, through the Community Learning Fund – to deliver against softer employability outcomes. Enabling better access to employability support through adult learning courses is something that is currently being reviewed.		includes 98 individuals who reported increasing their earnings to above the living wage.215 individuals found work directly as a result of their course, 263 progressed into higher levels of training. The service has reviewed its touch points with employers and set up an advisory group with employer representation. Closer working with HEST and Employment Services will result in further employability projects in 2017, designed to replicate the Premier Inn work earlier in 2016.	successful partnership with Business in the Community, through which unemployed learners with English as a second language receive career mentoring from volunteer city professionals. Unemployed learners have also benefitted from money management workshops run at HALS through a new partnership with Barnardo's. HALS have also established a referral partnership to Smart Works /Suited and Booted, a charity providing interview clothing and interview training for vulnerable job seekers.

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14	***Many of the long term unemployed interviewed within this project perceived that there was a stigma to living in Tottenham which disadvantaged them in their job search activities. In this context, it was felt that more should be done to promote a positive image of Tottenham and of its residents – and how more generalised negative perceptions of benefit claimants (for example, as portrayed through Benefits Street) should be countered. In addition, both interviewees and those attending focus groups also noted that in some instances, they felt stigmatised as a***	Agreed	Through our 'Routes to Work' campaign the Economic Development team are working to raise the profile of Tottenham residents enjoying successful careers and reinforce a more positive image of the area. We are also working through the East London Business Alliance to improve routes through to entry level jobs amongst their corporate members (largely in the financial sector) and help residents disprove those stereotypes from the inside.	January 2016 and then ongoing Economic Development Service	The council's Routes to Work campaign was launched in January 2016 and provides positive stories of Tottenham residents in employment – http://www.haringey.gov.uk/jobs-and-training/help-getting-job/routestowork In addition, positive stories of young people in apprenticeships are also being promoted - http://www.haringey.gov.uk/jobs-and-training/training-and-apprenticeships/information-apprentices The project with the East London Business Alliance has been successful in supporting 21 residents into jobs	Promotional activities continue, in addition to those outlined in the November 2016 update. For example, the April-May 2017 edition of Haringey People featured the stories of local people benefitting from apprenticeships and the council's Higher Education project with Birkbeck, University of London: http://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_people_april-may_2017.pdf

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	service user at some local job support providers. Job support market providers themselves also noted that further work is needed with employers to demonstrate the value and opportunities of employing those who have been in long term unemployment.				outside of Haringey. Other activities, such as the recent launch of Ada College, will also help to raise the profile of Tottenham and increase opportunities to residents.	
15	***The Committee noted that income was derived from S106 monies which can be used to support local jobs and training opportunities (£300k had been received and a further £600k in pipeline). In addition, the Committee noted that planning conditions and procurement***	Agreed	The Economic Development team have commissioned a report on best practice in securing local employment and training opportunities from local development. Recommendations from the report will shortly be received and should be incorporated into our	March 2016 Economic Development Service	The council has used the recommendations from the commissioned report to tighten up the Section 106 employment and training obligations related to two major schemes so far: Spurs and Apex House. To support delivery of these obligations, it is being proposed to also use Section 106 funding	The council has used Section 106 income to commission K10 to deliver the Haringey Construction Employment Service. This will support HERP to maximise the number of local people accessing construction employment opportunities from the borough's regeneration projects.

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	processes can be used generate real opportunities for increasing work and employment for local people, where there is sufficient monitoring in place to support this. Whilst beyond the remit of the Committee, it was noted that further work and training opportunities should be included and delivered through regeneration procurement activities of the Council.		planning regulations and future development agreements thereafter.		to fund a range of relevant activities, including a dedicated construction employment service. As referenced in the update to recommendation 8, the Head of Economic Development & Growth is proposing to use Section 106 funding to continue with the HEST service beyond 2016/17.	Discussions are ongoing with Planning about the use of Section 106 to enhance the current HEST offer.
16	***Throughout the course of this review it was noted that there was a policy tension as to how best the Council and partners should tackle the cycle of worklessness. There***	Agreed	Council services like HEST work with people across a range of ages. While some projects like the Haringey 100 tend to focus on younger people, other aspects	Ongoing Economic Development Service	HEST continues to focus its employment support on young and older residents. The council plans to co-commission an employment support	The HEST service offer continues to be available to residents aged 16 and over (with no upper age limit). The devolution deal for the Work & Health

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
	was a perception among some informants to this review that it may be more cost effective to target young unemployed people over those in long term unemployment. A critical question therefore remains, in that how does the Council and local job support market ensure that the needs of the longer term unemployed continue to be recognised and adequately supported against competing priority groups and a limited pot of resources?		of work do prioritise the longer term unemployed. Examples include the potential forthcoming devolution on Work Programme Plus and a joint bid with other London boroughs to deliver ESF-funded support to people with common mental health problems (often a contributory factor to or exacerbator of long term unemployment).		project with London Councils, which will increase the capacity to support long-term unemployed people of all ages. Through the council's membership of Central London Forward, we are exploring, as part of a devolution deal for London, the possibility of getting more local control over how the Government's new Work & Health Programme is commissioned, and delivered to long-term unemployed people of all ages.	Programme and the two ESF employment and skills projects that the council is co-commissioning with London Councils and the GLA will increase capacity in the borough to support long-term unemployed people.

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Report for: Overview and Scrutiny Committee

Item number: 11

Title: Customer Service Transformation Update

Report authorised by: Richard Grice, Assistant Director – Transformation and Resources

Lead Officer: Andy Briggs, Assistant Director - Customer Services and Libraries
Ext 5692
andy.briggs@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision: Non-key

1. Describe the issue under consideration

The purpose of this report is to provide a summary update on the overall Customer Service Transformation, previously briefed to Overview & Scrutiny in March 2017.

2. Cabinet Member Introduction – Cllr Joseph Ejiofor

How Haringey Council deals with enquiries and queries from our residents is the single most important factor shaping our residents' views of the council; because whilst not being indicative of the service that we provide, it colours the perception of these services. The saying goes "You only get one chance to make a first impression", however, in reality, every time a resident interacts with the council, we create a new 'first impression', which stays with the resident until they have to interact with us again.

This Council was honest enough to acknowledge that some of the savings that we made in summer 2016 made a significant impact on the Customer Service that we provided and the Overview and Scrutiny Committee rightly challenged us to do better. We are determined to deliver high quality customer services for our residents, businesses and communities in Haringey, and this report makes clear that we have accepted that challenge.

Over the last six months Customer Services has made significant steps towards providing that much improved service to residents in traditional face-to-face and telephone settings. We acknowledge that there is more that we can still do but average wait times in our customer service centres have reduced and more calls are being answered than ever before.

Furthermore, we have also made great strides in improving our digital offer. Our My Account platform continues to grow at a fast rate with 62,000 households now registered and alongside this Customer Services itself continues to grow by taking on additional frontline services such as social media and more controlled parking zones (CPZs) in order to truly be the front door of the Council.

While there are many good initiatives taking the service forward, it is important we prepare ourselves for future challenges and demands and continue to champion and provide improved digital, online and self-serve access to our residents. We will continue to develop and pilot new processes and technologies and work much closer with the back office to ensure a stronger end to end process and a better customer experience.

The focus going forward will be to continue to develop our digital offer so the more traditional face to face and telephony offers can focus on serving those in our communities that need it most.

3. Recommendations

That the information provided in this report is noted.

4. Reasons for decision

Not applicable

5. Alternative options considered

Not applicable

6. Background information

6.1 When reporting to this committee in March 2017 Customer Services was performing below expectations following a restructure in September 2016 in which £1.1million savings were achieved via implementation of digital systems and processes and therefore a reduction in resources. At the time of the restructure demand had not reduced and channel shift had not increased as first envisaged. This ultimately lead to pressures on the service, in servicing the demand presented.

Six months on from the last report the service has recovered and stabilised its performance to levels equal or slightly better than pre restructure performance.

6.1 **What has led to stronger Performance** Customer Services initiated an improvement programme in March 2017, that resulted in incremental improvements between March and May and continues to this day.

Improvements included:

- Homes for Haringey (HfH)officer seconded to focus on performance improvement given this constitutes over 40% of demand in contact centre and is a key client.
- Cross-skilling more customer service staff (HfH/Benefits) so they can respond to demand
- Temporary increase of staffing levels in Services Centres by 6 Full Time Equivilent
- Key services (Benefits, Council Tax, Parking and HfH) partnership responsibilities within Business Change Team redistributed to work to strengths and consolidate workload.
- Implemented recommendations from Corporate Delivery Unit review of March 2016.
- Implemented floorwalkers with handheld devices at Service Centres
- Implemented assisted self-scanning (Benefits documents) at Service Centres
- Proactively planning to manage pressure points and anticipate demand (e.g Mondays are non-process days, all staff on calls and desks)
- Greater visibility of performance – weekly and monthly reports produced

To build on and support the above improvements, the next natural step was to focus on workforce development and productivity. Therefore, Haringey Council engaged consultancy firm Price Waterhouse Cooper (PwC) with view to piloting an innovative programme called Perform in key areas of Customer Services. In May 2017, the programme was launched and ran for 12 weeks, concluding on 11th August 2017.

Perform is an operational excellence approach that optimises what managers do, how they do it, and the tools they use to improve performance and staff motivation. The 12-week programme, introduces10 performance elements to Tier 3, 4 and 5 managers providing the operational tools and techniques to get more out of their teams. It delivers a step-change in efficiency, effectiveness, productivity and focuses on continuous improvement.

The aim of the programme is not about driving down costs. It is focussed on improving productivity, with a constant emphasis on improving customer & business outcomes through, driving customer value, increasing staff engagement, and creating a smarter operational model.

Key Outcomes from the Perform programme:
Service Centres (Face to Face)

- Customers seen within 20mins (SLA%) has increased by 27%
- Equivalent to an additional 1.3 FTE
- Average transaction time has reduced by 7%
- Average wait times have reduced by 15mins (50%)in terms of productivity

Contact Centre (Phones/email)

- Handling 33% more calls per FTE per day
- Equivalent of an additional 2.7 FTE per day
- The 'end of call administration' time has reduced by 34%
- Call handling time has reduced by 4%
- Productivity has increased by 11%.

Additional benefits

- Greater staff engagement and desire to do a great job
- A framework is now in place to help the teams sustain and improve on performance improvements
- Operational maturity (i.e. fully understanding and actively managing service provision) has increased across the service
- Individual team members have been identified as emerging talent, leading to a number of applications for the role of Acting Team Leader, and the successful appointment of one officer to this role in the Contact Centre.

7. What does demand look like across our service areas

The high volume service areas experience annual peaks in demand, most occurring in the second half of the financial year placing pressure on the resources available.

High volume areas continue to be:

- Homes for Haringey; 8% in face to face and 40% Contact Centre
- Benefits; 52% in face to face and 13% Contact Centre
- Council Tax; 13% in face to face and 17% Contact Centre
- Parking; 25% in in face to face and 10% Contact centre

This equates to 98% in the face to face centres and 80% in the Contact Centre.

Historically we have seen 62% of customers within 20 minutes in 2014/15 with 61% in 2015/16 and only 43% in 2016/17. To date this year, 51% of customers have been seen within 20 minutes and expect this to rise to 60% plus before year end therefore returning to historic performance with few resources.

The volume of ticketed customers has reduced although the reduction is far less than the 30% of resources. In 20/15/16, 145,515 ticketed customers were seen verses 135,209 in 2016/17 a reduction of 7.08%.

We continue to see a significant increase in the introduction of Controlled Parking Zones, and understand that this position is likely to continue for the next 2-3 years . Discussions are taking place between Parking Services and Shared Digital about replacing the current system (Civica CE) with one that is more future proof, that offers a virtual permits solution which included being accessible via My Account. While a new system will greatly reduce the level of processing effort currently

managed by Customer Services, it is unlikely that the system will be in place before the end of 2019.

8. Key Strands of Digital Contact Centre

A new vision and operating model for customer services was imagined in 2013, it was fundamentally under-pinned by the realisation of a successful channel shift strategy to reduce the volume of telephone enquiries and face to face non-essential enquires.

As take up of online services grow we have seen a reduction in all service demand areas in the Digital Contact Centre. In comparison to the previous year, this equates to a 24% reduction in 2016/17 and a further 10% this year to date. We fully expect reductions in demand to continue, especially as we introduce more digital, online and self-serve options.

8.1. Customer Service Transformation Fund

£1.4m in capital is being held for the continued transformation of the service. To date approximately £200,000 has been used, or is committed, for smaller transformation pieces within the service. These include:

- Automated switchboard
- Assisted self-service scanners x4
- Relocation of equipment to service centres to manage HfH fobs
- Project officer staffing cost to bring about pace of change in projects
- Improvements to telephone call routing

Discussions are taking place with the Shared Digital Service to identify and implement further digital offers in 2018 and beyond, such as:

- The introduction of web chat to support online service applications
- The integration of email mailboxes with the call management tool
- The offer of an automated call back service from the Contact Centre
- Multi-channel customer satisfaction tool
- Customer insight and enhanced reporting through My Account.

8.2. Social Media

In May 2017, responsibility for monitoring and responding to customer enquiries made to the council via social media (Twitter and Face Book) transferred to Customer Services and Libraries. Social Media was previously monitored by the Web Communications team, who continue to monitor and respond to contacts relating to policy or political matters.

A project is underway to develop a social media interaction model with a view to absorbing into the Contact Centre as business as usual, as call volume decreases. This will form the basis of the transformation towards a Digital Contact Centre in the future.

The decision to transfer the customer contacts aspect of social media to Customer Services and Libraries was made due to the significant increase in these enquiries in the past year. Since April 2016, customer related enquires on social media increased by 781%, making this unsustainable for the Web Communications team to manage.

8.3. My Account

In July 2017, we successfully implemented six eForms within My Account for the key service areas Council Tax and Benefits.

- Council Tax Enquiry eForm
- Student Exemption eForm
- Benefits Enquiry eForm
- Discretionary Housing Payments eForm
- Evidence Upload eForm (Benefits)
- Free School Meals and Clothing Grant eForm

The new forms are enabling perceptible channel shift, and the uptake has been very positive. Since the forms went live we have received 1,646 submissions, approximately 235 per week (at 17th September)

The Housing Benefit department are currently considering de-activating the Benefits mailbox (Benefits@Haringey.gov.uk) as a result of the scope and quality of the contacts received by this method. Discussions are also taking place with the Council Tax department to follow suit on the same basis.

To date (17 September 2017) 60,920 Households have registered for My Account (58,336 have been activated). As committed at Overview & Scrutiny Committee back in March 17, at our current take up rate we fully expect to reach the 75,000 target by April 18.

9. Face to Face – integration of Customer Service Centres into libraries, new ways of working, capital programme

9.1. Service integration and capital investment (2015/16)

As previously reported, circa £3.3m was invested in the refurbishment of Marcus Garvey library which included the integration of Customer Services that were previously located at Apex House. The refurbishment has provided a high quality flexible, versatile blank canvas on which to re-establish the team and develop the service.

So far, as part of phase one circa £700k has been invested at Wood Green library to relocate Customer Services from 48 Station Road to the library. Phase two will see investment in the library space to fully integrate the services and facilitate new ways of working.

9.2. Service integration and capital investment (2017/18)

Capital investment

£ 2.4m of capital investment is planned for 2017/18 to improve and modernise Haringey's Library service offering. It will look to achieve this by improving customer perception, satisfaction and operational efficiency. The proposal is to invest circa £2.4m in the next 12-16 months across the following areas:

- **Hornsey Library**

To upgrade the library to a 21st century standard of resource provision whilst respecting the quality and character of the original building and whilst reflecting the current community of users and the varied requirements, including:

  - Celebrate and enhance the setting of key original features which are fundamental parts of its listed status
  - Integrate and respond to modern interventions focused on self-help (self-issue/returns)
  - Consider re-zoning and re-definition of different areas of the library - open/intimate, lively/quiet, technology focussed/paper-based, varying age groups - whilst considering sight lines and supervision
  - Replace, if possible, unsympathetic additions
  - Ensure there is sufficient, appropriate space for study
  - Modernise power and data provision
  - Minimise building work and maximise use of furniture to define areas

- **Wood Green Library**

  This is one of three main libraries in the borough but it has received little investment over the years and does not provide a modern library offer.

  In 2016 customer services was relocated there from 48 Station Road as phase 1 of the transformation programme. This project, phase 2, will modernise the service and ensure that customer services and library services can integrate where it is advantageous and complementary to do so, retaining the distinct role of each service. This is an opportunity to pilot new ways of working in readiness for the move to a new location as part of the wider scheme for the area.

  It is recognised that the life span of the building is limited and therefore investment will be limited to improving the layout and functionally of the space with minimal essential monies spent on the building. Initial Scope of works:

- Some Redecoration
- Interior redesign of the library spaces to modernise and better facilitate library floor walking and self- service technology.
- New furniture and signage

- **Investment in technology.**

  Both the public and staff IT infrastructure (hardware and software) has hardware that is at the end of its life with narrow bandwidth in some locations that cannot provide the required high speed connection for modern service provision. To facilitate the national and organisational digital by default agenda. Initial scope of works across all sites includes:

  - Software upgrade – library management system (LMS) module, roll out of 'public access computer and print management
  - Hardware – library self-service kiosks, replacement public access computers and printing facilities.
  - Improved Wifi
  - Creative technologies for art and music and signage – to be explored once the core offer is fit for purpose.

Branch libraries
Branches have had little or no investment over the years and although the investment in IT will see the main investment, some essential updating of the libraries is required to modernise and create flexible, clean and welcoming spaces for residents. Initial scope of works to include:

- IT improvements
- Some redecoration
- Some replacement furniture including book promotion units (look to swap and move around existing furniture initially.)

Service integration
Staff teams at Marcus Garvey and Wood Green continue to be cross skilled to work across different service areas to build a flexible, agile workforce that can be responsive to peak demand, while recognising and retaining specialist knowledge within Customer Service and Libraries to ensure the services are complementary to each other.

Over the last 12 months A weekly one-hour training session has been used to raise awareness of service transformation within the wider team.

Service Development
Each of the three main libraries at Wood Green, Marcus Garvey and Hornsey are in the process of establishing a lead officer/ champion for specific elements

of the service such as Children, Reading and Literacy, Information and Health (including digital). These officers continue to work at an operational level but work with the support of managers to ensure that the offer in their lead area is current and active in terms of both stock and events.

9.3. Apprenticeships

We are recruiting for 3 apprentices that will work at the 3 main libraries / customer services; Hornsey, Wood Green & Marcus Garvey Centre. The apprenticeship period is 1 year.

Haringey Council are piloting a new scheme for apprentices following the government's introduction of an apprenticeship levy (tax) that was launched in May of this year. The council pays 0.5% of the levy & we are able to use that money to pay for the training.

I believe this is a good news story; working in partnership with a local college CoNEL to facilitate formal training at either GCSE or A Level for young people from the local community.

9.4. Stock

Procurement is underway for a new stock supplier for books, which is expected to be in place in the new year, Books are being bought through an interim arrangement with a supplier negotiated via the procurement framework. Stock selection will be carried out local library managers who will be able to select books that meet the needs of the communities they serve. They have this knowledge through conversations with customers and friend's groups and by using their local knowledge to ensure we are buying the right books for the right libraries to improve customer satisfaction and get value for money for the spend on books.

10. Contribution to strategic outcomes

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

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

An Equalities Impact Assessment was carried out at the start of the Customer Services Transformation programme, which applies to all changes taking place in Customer Services and Libraries.

12. Use of Appendices

None.

13. Local Government (Access to Information) Act 1985

Not applicable

Report for:	**Overview & Scrutiny Committee 16th October 2017**
Item number:	12
Title:	2016/17 Outturn Report and **2017/18** Quarter 1 (to June 2017) Budget Monitoring Report
Report authorised by:	Clive Heaphy, Chief Finance Officer and Section 151 Officer
Lead Officer:	Oladapo Shonola – Lead Officer – Budget & MTFS Programme

1. Describe the issue under consideration

1.1. This report sets out the Council's provisional budget outturn for the year ended 31 March 2017 and the Quarter 1 budget monitoring report to June 2017.

1.2. The outturn report It sets out the provisional revenue and capital outturn for the General Fund showing the variances against budget together with the movements on reserves and the provisional capital and Housing Revenue Account (HRA) revenue outturn. It also provides explanations of significant under/overspendings.

1.3. The Council's statutory accounts are still in the process of being finalised and there may be further adjustments to the provisional outturn arising from the completion of this work.

2016/17 Outturn Position

1.4. The approved General Fund revenue budget for the year was £255.6m and the provisional outturn is estimated at £271.7m, which represents a net overspend of £16.1m (6.3%).

1.5. Within this net figure there are a number of key overspends totalling £27.2m: £7.8m on Children, £12.4m on Adults and £7.0m for temporary accommodation. These overspends have been mitigated by a number of underspends: £3m in respect of recognition of housing benefit overpayments; £6.0m on non-service revenue budgets and £1.8m pension auto-enrolment provision that was not required in year.

1.6. The net General Fund overspend position is £16.1m, but there are a number of services that have underspends, where the service has submitted requests for unspent budgets to be carried forward. A total of £6.9m has been requested for carry forward as expenditure relating to these budgets will be incurred in 2017/18.

1.7. The overall General Fund Revenue outturn variance for the year ending 2016/17, has improved by £5.2m from the Quarter 3 report that went to Cabinet in February 2017, which advised a projected outturn deficit of £21.3m.

1.8. The provisional outturn report gives the opportunity to consider the overall financial performance of the Authority at the end of March 2017. It provides

some information on which the Council's Statement of Accounts will be based and will remain provisional until the conclusion of the statutory audit process.

1.9. The revised capital programme budget for the 2016/17 was £202.8m and expenditure was £112.5m. The majority of the underspend of £90.3m (45%) relates to slippage in programme delivery and therefore it is proposed that the budget will be rolled forward to future years of the capital programme.

1.10. The 2016/17 (HRA) revenue net budget was set at £14.9m surplus. The provisional revenue outturn for the HRA is an underspend of £10.7m giving a total surplus in the year of £24.6m to be transferred to HRA reserves to fund the HRA capital investment programme.

1.11. This report sets out the 2017/18 Quarter 1 (Q1) financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

2. Cabinet Member Introduction

2.1. The final 2016/17 end of year outturn position in this report shows the Council had an overall deficit (overspend) of £16.1m. This represents a £5.2m improvement on the position previously reported to Cabinet but is still a significant concern.

2.2. The key areas of overspend were in relation to Adult and Children's social care and temporary accommodation. However, the financial impacts of the continued increase in demand were projected early in the year and so management actions were able to be implemented to mitigate those pressures without which the overspend is likely to have been significantly higher. These areas will remain a key focus for management actions in the next financial year.

2.3. There were also a number of one-off sources of income which have helped strengthen reserves in 16/17 particularly in relation to the transformation reserve. This is important to ensure that the Council has sufficient resources to invest in digital and other solutions to meet the challenging MTFS savings proposals.

2.4. This is the second consecutive financial year that the Council has reported a significant revenue outturn deficit to budget. The total drawn from reserves in these two years to mitigate overspend is around £22.8m.

2.5. Our financial prudence in previous financial years has meant that we were able to use reserves in 2016/17 to smooth the impact of government cuts and the resulting overspend due to delay in implementing planned efficiencies. However, reliance on reserves is not sustainable in the long run. Therefore, it is critical that strong financial controls are developed and put in place to ensure that the Council is in a position to spend in line with planned budget in 2017/18.

2.6. We must also substantially pick up the pace of transformation in the demand-led areas of Adult Services, Children Services and Temporary Accommodation if we are to avoid significant overspends in 2017/18 as

together these services account for nearly 70% of the Council's net expenditure.

2.7. I will be working closely with the CFO, Deputy CFO and broader Corporate Leadership Group to ensure that there are plans in place to accelerate the delivery of the Medium Term Financial Strategy.

2.8. This report also presents the Q1 budget monitoring report which covers the financial position to June 2017. The report focuses on significant budget variances including those arising as a result of non-achievement of Cabinet approved Medium Term Financial Strategy (MTFS) savings.

2.9. The report provides a snapshot of the revenue position at Priority level and for the Council as a whole. It highlights budget pressures, budget risks and significant over/under spends. Where there are budget pressures, the directors and assistant directors are expected to identify mitigating actions and develop action plans to bring overspend positions back in line with approved budgets.

2.10. At the end of Quarter 1 (Period 3), the Council is projected to overspend by £6.6m in 2017/18. The General Fund is projecting overspend of £6.2m and the HRA £0.4m. The majority of the overspend in the General Fund relate to demand pressures in key frontline services such as:

- Priority 1 (Children's) - £3.2m;
- Priority 2 (Adults) - £1.2m;
- Priority 5 (Temporary Accommodation) - £0.8m.

2.11. The Council has implemented a risk based approach to budget monitoring across its services this financial year. The approach ensures the Council focuses effort on monitoring those higher risk budgets due to their value, volatility and social impact along with the monitoring of Cabinet approved savings.

2.12. Each Priority area has provided commentary that explains the reason for significant variances where the difference between forecast outturn and approved full year budget is more than £100k or higher than 10% of approved budget.

2.13. Given the level of savings proposals identified to be delivered in 2017/18, there is a RAG rating specifically related to the delivery of the savings. The RAG status takes account of risk of delivering the full savings in the year and risk of delay to give an overall risk rating. The rating is as follows:

Green:	The risk is tolerable and requires no action unless status increases.
Amber/Green:	The risk requires active monitoring but does not currently require mitigating action.
Amber/Red:	Mitigating action is required and active monitoring should take place with immediate escalation if the position does not improve or deteriorates.

3. Recommendations

3.1. That Overview & Scrutiny Committee:

2016/17 Outturn Report

i. Note the provisional revenue and capital outturn for 2016/17 as detailed in the report;
ii. Note revenue carry forward requests of £9.4m at Appendix 1;
iii. Note capital carry forwards requests totalling £81.6m at Appendix 2;
iv. Note the use of reserves as set out in Appendix 3;
v. Note the Q4 (2016/17) capital budget virements at Appendix 4;
vi. Note the Q4 (2016/17) revenue budget virements at Appendix 4;
vii. Note the revised MTFS capital programme profile set out in section 18 of this report.

Q1 (2017/18)Budget Monitor

viii. Note the Q1 (2017/18) forecast revenue outturn for the General Fund of £6.2m overspend, including corporate items. (Section 23, Table 6 and Appendix 5);
ix. Note the net HRA forecast position of £0.4m overspend. (Section 24, Table 7 and Appendix 6);
x. Note the latest capital position with forecast capital expenditure of £66.5m in 2017/18. (Section 26, Table 8);
xi. Note the risks and mitigating actions identified in the report in the context of the Council's on-going budget management responsibilities/savings, as detailed in Appendices 7 (a) (g);
xii. Note the measures in place to reduce overspend in service areas; and
xiii. Note budget virements set out in section 28 and Appendix 8 of this report.

4. Reason for Decision

4.1. A strong financial management framework, including oversight by the Overview & Scrutiny Committee, is an essential part of delivering the Council's priorities and statutory duties.

5. Alternative Options Considered

5.1. The report of the council's outturn and management of the financial resources is a key part of the role of the Chief Operating Officer (Section 151 Officer) and no other options have therefore been considered

6. Provisional General Fund revenue outturn 16/17

6.1. The General Fund revenue expenditure at the end of March 2017 before reserves transfer was £271.7m against budget of £255.6m. This resulted in a deficit (overspend) position of £16.1m. Table 1 below sets out net expenditure against budget at assistant directorate level and also provides the variance to budget and also compares outturn to Q3 forecast.

Table 1 – General Fund Provisional Outturn 2016/17

	Revised Budget	Forecast Outturn	Forecast Variance	Forecast Variance	Movement from
	Period 12	Period 12	Period 12	Q3	Q3
	£'000	£'000	£'000	£'000	£'000
Leader and Chief Executive Officer	**2,887**	**2,472**	**(415)**	**(189)**	**(226)**
Deputy Chief Executive					
AH Director for Adult Social Services	74,100	86,518	12,418	12,441	(23)
CY Director Of Children Services	46,958	54,785	7,827	5,717	2,110
Public Health, Commissioning & Other	41,355	42,592	1,237	167	1,070
Deputy Chief Executive	**162,412**	**183,895**	**21,482**	**18,325**	**3,157**
Chief Operating Officer					
Commercial & Operations	38,010	39,811	1,801	926	875
Other (SSC, Customer Services)	20,112	14,813	(5,299)	(282)	(5,017)
Chief Operating Officer Total	**58,122**	**54,624**	**(3,498)**	**644**	**(4,142)**
Regeneration, Planning & Development					
Housing General Fund	14,543	21,562	7,019	7,325	(306)
Regeneration, Planning & Development	11,159	8,627	(2,532)	(435)	(2,097)
Regeneration, Planning & Development total	**25,702**	**30,189**	**4,488**	**6,890**	**(2,402)**
Total for service areas	**249,123**	**271,180**	**22,057**	**25,670**	**(3,613)**
Non service Revenue	6,504	525	(5,979)	(5,428)	(551)
Contract Procurement savings	-	-	-	1,060	(1,060)
TOTAL	**255,627**	**271,705**	**16,079**	**21,302**	**(5,223)**

6.2. As previously reported to Cabinet, three areas have accounted for the majority of the overspend; Adults Social Care (£12.4m), Childrens Social Care (£7.8m) and Temporary Accommodation (£7m). The demand led nature of these services made it difficult for cost to be contained within the approved budget. These underlying budget pressures have been addressed in the 2017/18 budget, so these services are expected to spend in line with approved budgets in 2017/18.

6.3. The Chief Operating Officer directorate budget had a net surplus of £3.5m due mainly to a one off benefit arising from the recognition of housing benefit overpayment.

6.4. Non Service Revenue budget also had underspend arising from not needing to draw on a budget that had been set aside for pensions auto-enrolment (£1.8m), underspends on capital financing (£1.9m) and general contingency budget (£2.5m).

Housing Revenue Account

6.5. The provisional outturn for the HRA is an underspend position of £10.7m against budgeted surplus of £14.9m. Total surplus at year end is therefore £25.6m taking into account the year end underspend. It should be noted that HRA surpluses are ringfenced and cannot be used for General Fund purposes. Section 14 of the report details the reason for underspend in the HRA.

Capital Programme

6.6. Capital programme outturn shows that 57% (£112.7m) out of a revised budget of £202.8m had been spent. Unspent capital budgets along with source of financing are carried forward to be spent in future years. The 2017/18 capital programme has been updated to reflect these carry forwards and Cabinet is asked to approve the revised capital programme budget

7. Revenue Finance Overview

7.1. Table 1 above summarises the provisional revenue outturn position for the General Fund. The table shows the position before transfers to or from reserves and the provisional outturn is compared against reported forecast at Q3.

7.2. Services are able to request that a reserve is created, if certain relevant criteria have been met and the request has been approved by the Chief Finance Officer. Cabinet is advised of new reserves request and is asked to agree that they are created as part of this report. Once a reserve has been created, the relevant service manage the use of the reserve and are able to drawdown against the reserve to mitigate future costs that meet the purpose for which the reserve was established.

7.3. A summary of the Council's reserves is included at Appendix 3 - it shows where proposed transfers to or from reserves have been made and Cabinet is asked to agree these proposed transfers.

7.4. The Council's Medium Term Financial Strategy (MTFS) shows that the Council faces significant financial challenges in the short to medium term. The Chief Finance Officer sees the strategic use of reserves as an important component of supporting the successful setting and delivery of a balanced Medium Term Financial Strategy (MTFS).

7.5. A summary of outturn position for each assistant directorate is set out below.

8. Leader and Chief Executive Officer £0.4m underspend

8.1. The Leader and Chief Executive Office, which includes Corporate Governance and the Policy and Business Management services has an underspend of £0.4m against a budget of £2.9m. The service was able to mitigate budget pressures arising from the BREXIT referendum and local by-elections by generating better than expected income from legal services.

9. Chief Operating Officer £3.5m underspend

9.1. The Chief Operating Officer (COO) directorate, which includes Customer Services, Commercial and Operations, Shared Service Centre and Transformation and Resources services, had net underspend of £3.5m against a total budget of £58.1m. A summary of the position for each of the services is set out below.

Commercial and Operations

9.2. There was an overspend position within Commercial and Operations of £1.8m. Of the overspend, £1.4m relate to a number of legacy issues which were outside of the Service's control, but prevented achievement of planned efficiencies. The remaining £0.4m is made up of overspends in Traffic Management and Neighbourhood Action teams and a small underspend in Direct Services.

9.3. The Traffic Management service was unable to implement two savings initiatives relating to new way of parking enforcement (£0.6m) and the introduction of LED street lighting (£0.4m). Some of the overspend resulting from these were mitigated by an increase in income from CCTV traffic enforcement cameras and controlled parking zone enforcement (£0.7m), However, this was not enough to return the business unit to a balanced budget position.

9.4. All other services within Commercial and Operations ended the year in a break even position except for the Neighbourhood Action team which overspent by £0.2m due to the additional costs of temporary staff and Direct Services which underspent by £0.1m.

The overspend of £1.8m within Commercial and Operations has been offset by a £5.3m underspend in other COO areas.

Other – Shared Service Centre

9.5. Following the 2015/16 external audit and after the 2016/17 budget had been set, the Council, based on audit recommendation adopted an accounting policy that meant that the Council recognised housing benefit debtors that have arisen as a result of benefit overpayment. This created a one-off benefit in 2016/17 of £3.1m of additional income.

Other – Customer Services

9.6. Customer Services overspent by £0.1m. The budget overspend was due to delays in implementing the planned restructure of the service. Whereas the original implementation date was 1 April 2016, the restructure did not fully become operational until December 2016. Mitigating actions taken in year helped to manage the pressure, but these were not enough to fully compensate for the delay.

Other – Chief Operating Officer

9.7. Within the Chief Operating Officer's area, the pension's auto-enrolment budget of £1.8m, a provision which had been made to mitigate anticipated budget pressure arising from a refresh of auto-enrolment at the new staging date for staff that were not enrolled at the original staging date in 2014, was not required. This was as a result of a reduction in the Council's

establishment and lower than expected enrolment in the pension fund meant that this provision was not required in year.

10. Deputy Chief Executive £21.7m overspend

10.1. The Deputy Chief Executive (DCE) directorate accounts for approximately two thirds of the Councils net budget. Within the directorate are some of the major frontline services provided by the Council, but it also means that these services face the greatest demand pressures. Therefore, the majority of the reported overspend has occurred as a result of demand outstripping budgeted resources in the year.

Adult Social Services

10.2. The cost of care packages in Adults Services faced the most pressure throughout the year, but the expectation of overspend had been reported as early as period 2 of the financial year. At that point, cost of care packages was forecast to overspend by £17.3m. However, through management action the outturn position is 33% (£5.8m) lower than the original forecast overspend. The outturn position for cost of care packages is £11.5m overspend against a budget of £57.8m.

10.3. Other services within Adult Social Care that had noteworthy overspends are Osbourne Grove (£0.5m) due to a delay in the implementation of planned efficiencies; and Learning Disabilities (£0.8m) also because of a delay in implementing planned efficiency initiatives relating to the reconfiguration of the Day opportunities for learning disabilities clients. However, some of the overspend arising from the Learning Disability overspend was partially mitigated by staff salaries underspend in the Assessment and Social Work teams.

10.4. Total overspend for Adult Social Services at the end of the year was £12.4m against a budget of £74.1m.

Children and Young People

10.5. The Looked After Children (LAC) service has reported an overspend position throughout the year. The service was unable to find any mitigating actions to reduce the projected overspend, therefore ended the year with an overall overspend of £5.1m. Further breakdown of overspend in LAC include: £2.8m overspend in increased payments to providers and carers within Social Care Placements; £1.8m overspend in Social Care Workforce overspend due to delay in implementing planned service restructure; and £0.2m overspend on non-staffing budget within the “No Recourse to Public Funding (NRPF)”, due to a significant increase in the number of families being supported.

10.6. There are other overspends within Children and Young People totalling £2.5m including £800k relating to Home to Schools Transport service, which was due to higher than expected numbers of children requiring the service and consequently more buses and taxis needed to support the demand.

Disabled Carers Respite overspent by £400k mainly as a result of the complexity of the needs of the cohort of children being more severe than initially anticipated.

10.7. Special Education Needs and Disability (SEND) Top Ups budget overspent by £1.3m largely due to the higher than expected pupil numbers requiring additional level of support. Budget overspend in CYP was partially offset by underspend in Early Help and Targeted Response team (£0.4m) due to better than expected 'payment by results' income.

10.8. Total overspend in Children and Young People at the end of the year was £7.8m against a budget of £47.0m.

11. Regeneration, Planning & Development £4.6m overspend

Housing General Fund

11.1. Housing services which includes Community and Commissioned services overspent their budgets by a net amount of £7.0m against a budget of £14.5m.

11.2. Cost pressure arising from having to provide temporary accommodation for households in the borough is the reason for overspends in this area. As a result of management action, including the embedding of a Chief Immigration Officer, which has had an effect on the time taken to resolve cases, and also other mitigating actions led to the number of households requiring temporary accommodation in the Borough to stabilise.

11.3. The budget overspend in 2016/17 is £7.7m, but the underlying budget pressure in the temporary accommodation budget has been addressed for 2017/18, so the expectation is that budget performance will be in line with approved budget in future.

11.4. The underspend position of £0.7m in Housing Commissioned services partly offset overspend in Community Housing. The underspend position in this service is due to less reliance on agency staff as permanent staff have been employed following a service restructure.

Other Regeneration, Planning and Development

11.5. The remainder of services within Regeneration, Planning and Development reported net underspend of £2.5m due mainly to slippage in projects relating to Crossrail and Wood Green Area action plan and the European Social Fund projects in the borough. These funds will be transferred to reserves to be spent in future years by the service to deliver these projects. Therefore, cannot be used to reduce overspend in 2016/17.

12. Non Service Revenue £6.0m underspend

12.1. The underspend in Non Service Revenue (NSR) budget is as a result of the Council not requiring to use its contingency budget (£2.5m) and treasury management strategy that has facilitated underspend in debt financing (£3.5m) expenditure for the year.

Contract Procurement £1.1m overspend

13. Savings that are cross cutting are usually held in NSR and allocated to service budgets once delivered. Within the Medium-Term Financial Strategy there was an expected c£1.9m of savings in contract costs over 2015/16 and 2016/17. Whilst the service has enabled c£2.98m savings during this period only £0.84m has been enabled as budget savings, but remaining amount has helped to reduce overspends in key service areas. Therefore since period 6 the forecast has shown an under-achievement position at year-end of £1.1m. Nevertheless, it is expected that the savings will increase in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt.

14. Council Tax £6.1m underspend

14.1. The Council has a statutory obligation to maintain a separate ring-fenced account for the collection council tax. The council tax scheme is designed to be self balancing. Therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. In this way, most of the benefit or burden of any in-year variance is received or borne by taxpayers in the following year.

14.2. Monies received into the Collection Fund are distributed between the Council (81.4%) and its preceptor, the GLA, (18.6%) based on their respective shares. In year collection of Council tax stand at 96.15% which compares favourably with the Council's comparator group and shows a slight improvement on 2015/16 performance. This performance along with other factors such as reduction in single persons discount resulted in a surplus of £6.6m available for distribution in 2017/18.

15. Business Rates £0.4m overspend

15.1. In 2016/17, the business rates collection performance was 98.4% - a slight improvement from last year's performance. The Council retained 30% of business rates collected in 2016/17, 50% was transferred to central government and 20% to the GLA.

15.2. The business rates collection underperformed expectation in 2016/17 resulting in £0.4m which will be recognised in 2017/18 financial year.

16. HRA revenue outturn 16/17 £10.7m underspend

16.1. The provisional HRA revenue outturn is a budget underspend of £10.7m achieved by overachieving on income (£1m) and underspending on expenditure by £9.7m. The HRA outturn summary is set out in Table 2.

16.2. The main cause of underspends in the HRA relate to better than expected outcomes on a number of charges to the Account. The treasury management strategy that benefitted the General Fund had a similar impact on the HRAs debt financing charges in the year resulting in underspend of £3.6m. Depreciation charges in the year were also below budget producing underspend of £3.0m.

16.3. Housing Management budget had underspend of £0.8m due to lower than expected water rates and council tax charges. Other Property Cost budget underspent by £1m due to savings on the Leaseholder Insurance charge to the Account. Similarly, General Fund recharges were below expectation due to a delay in the Estate Regeneration Programme, underspending by £1.7m.

16.4. However, the favourable budget variances in these areas are offset by pressures arising from the managed budgets including in respect of garage income and the Homes for Haringey management fee (£0.6m).

16.5. On the income side, the HRA overachieved income on Dwelling Rental (£0.5m), Hostel Rental (£0.5m) and Leaseholder Service Charges (£0.7m) income budgets. The resulting underspend was slightly offset by underachievement of income in Tenant Services (£0.4m), Non Dwelling Rents (£0.1m) and Miscellaneous income (£0.2m) budgets given net overall underspend against the income budget of £1m. The under recovery of income in these areas were largely due to a shortfall in garage rents against budget and income in respect of tenants' service charges.

Table 2 HRA Summary Revenue Outturn

HRA Budget 2016/17 I&E Account	2016/17 Original Budget	2016/17 Revised Budget	2016/17 Draft Outturn	YTD Variance
	£000's	£000's	£000's	£000's
Income				
Dwelling Rental Income	(82,850)	(82,850)	**(83,359)**	(509)
Non Dwelling Rents	(3,129)	(2,996)	**(2,886)**	110
Hostel Rental Income	(2,364)	(1,847)	**(2,341)**	(494)
Leasehold Service Charge Income	(7,101)	(7,101)	**(7,819)**	(718)
Tenant Service Charge Income	(11,376)	(11,276)	**(10,893)**	383
Miscellaneous Income	(7,155)	(7,155)	**(6,936)**	218
Supported Housing - SP Grant	(1,343)	0	**0**	0
Total Income	**(115,319)**	**(113,225)**	**(114,234)**	**(1,009)**
Expenditure				
Non-HfH Estates Costs	7,447	7,454	**7,464**	10
Housing Management Costs & NNDR	6,399	6,373	**5,584**	(789)
Repairs & Maintenance	4,540	4,540	**4,540**	(0)
Bad Debt Provision	1,022	1,022	**1,004**	(18)
Hostel Expenditure	579	579	**348**	(231)
Supported Housing	1,741	0	**0**	0
Community Alarm	1,626	1,433	**1,521**	87
Regeneration Team Recharge	805	805	**871**	66
Other Property Costs	1,233	2,486	**1,456**	(1,030)
General Fund Recharges	7,037	6,605	**4,909**	(1,696)
Capital Financing Costs	10,900	13,216	**9,558**	(3,658)
Depreciation Charge	18,000	18,000	**14,972**	(3,028)
Management Fee	35,609	35,855	**36,453**	599
Total Expenditure	**96,937**	**98,366**	**88,680**	**(9,686)**
(Surplus) for the year on HRA services	**(18,382)**	**(14,859)**	**(25,554)**	**(10,695)**

17. Dedicated Schools Grant £0.45m overspend

17.1. Table 3 below sets out the final position on the Dedicated Schools Grant for 2016/17. This show a deficit of £0.45m resulting from overspend of £1.3m in High Needs block which is offset by underspends in Schools (£0.48m) and Early Years (£0.37m) services.

2016/17 DSG	Budget	Outturn	Variance
	£'000	£'000	£'000
Schools Block	143,637	143,158	(479)
Early Years Block	15,450	15,083	(367)
High Needs Block	30,300	31,597	1,297
Total DSG	189,387	189,838	451

18. Capital Programme Outturn

18.1. At its meeting in June 2016 Cabinet agreed a 10 year capital strategy and programme with 2016/17 being year 1. The approved General Fund capital programme for 2016/17 was set at £115.2m and the Housing Revenue Account capital programme at £83.8m.

18.2. Table 4 set out the outturn position against the revised budget following proposed quarter 4 virements.

TABLE 4 – CAPITAL OUTTURN SUMMARY

	Revised Budget	Provisional Outturn	Variance
	£'000	£'000	£'000
Priority 1	15,132	7,838	-7,294
Priority 2	2,584	1,559	-1,025
Priority 3	19,825	13,554	-6,271
Priority 4	59,690	26,961	-32,729
Priority 5	5,875	909	-4,966
Priority X	15,272	4,499	-10,773
Contingency	**666**	**0**	**-666**
General Fund Total	**119,044**	**55,320**	**-63,724**
Housing Revenue Account	83,775	57,209	-26,566
Total	**202,819**	**112,529**	**-90,290**

18.3. The General Fund budget has been revised upward by £3.8m to account for additional grant funding from TfL (£3.0m) for the Wightman Road Bridge and additional GLA resources being allocated for the NDP schemes (£0.8m).

18.4. Detailed, individual project carry forward request are set out in Appendix 2. A summary of the outturn position is set out at priority level below.

Priority 1

18.5. The primary and secondary school modernisation and enhancement programme (£8.1m) has been delayed due to ongoing condition assessment of the assets and the establishment of a programme of work for the next five years following those assessments. This gives rise to underspend of £7.3m out of a total capital budget of £15.1m for Priority 1.

Priority 2

The disabled facilities grant capital budget underspent by £1m, which accounts for most of the underspend in this area. The inability to gain access to residents' homes to enable installations to be carried out is the principal reason for the delay in the programme. Overall, this area underspent by £1.03m against a capital budget of £2.58m.

Priority 3

18.6. There has been some delay in the implementation of the planned capital expenditure in this area. Amongst delayed programme is the relocation of the CCTV control room (£2.1m) from its current location to the new Marsh Lane Depot. The commissioning of additional condition survey on Council's assets has caused delay with the wider programme in this area resulting in underspend of £2.4m. Also, the budget for developer contributions has underspent by £0.8m.

18.7. Capital expenditure in the year attributable to Priority 3 was £13.6m (70%) out of a budget of £19.3m leaving underspend of £5.7m.

Priority 4

18.8. The Priority 4 capital budget is complex and contains work streams that are by their nature difficult to predict in terms of the incidence of the expenditures (e.g. property acquisitions).

18.9. The High Road West acquisition (HRW) budget underspent this year by £1.54m – a request has been made to carry forward this underspend in order to be able to deliver acquisitions in future years. Unlike the HRW acquisition budget, the Tottenham and Wood Green regeneration scheme overspent its acquisitions budget by £1m due to more opportunities being available than was originally programmed. This scheme's budget will be re-profiled to reduce expenditure in 2017/18.

18.10. The delay of the Marsh Lane project has resulted in £8.1m underspend against planned expenditure in the year. Again, due to delays to the Alexandra Palace East Wing restoration project, the Council's match funded contribution to this project was not wholly drawn down creating underspend of £2m.

18.11. The Wards Corner compulsory purchase order is now expected early in 2017/18 creating underspend of £9.2m. The Alexandra Palace maintenance budget underspent by £1.3m and will be taken to the approved capital programme contingency.

18.12. The Opportunity Investment Fund has underspent by £2.4m and the carry forward of this grant is the subject of discussion with the GLA. If the GLA agree that the grant is carried forward, the Council will be expected to provide match funding contribution of £0.5m.

18.13. Capital expenditure in the year attributable to Priority 4 was £28.8m (49%) out of a budget of £58.4m leaving underspend of £29.6m.

Priority 5

18.14. There were two major capital schemes within Priority 5 relating to the modular build programme and property acquisitions schemes. Whilst a significant amount of work was carried out during the year by Homes for Haringey and the Housing service on options for delivery, both schemes are now on hold pending the consideration of legal advice as to the best way to

commission delivery. Therefore only £0.9m (15%) of a total capital budget of £5.9m was spent leaving underspend of £5m to be carried forward into future years.

Priority X

18.15. The three major schemes within this priority relate to the ICT Business Improvement Programme (£4.7m budget), Corporate ICT development programme (£2.3m budget) and the Face2Face programme to support customer service library improvements (£3.5m budget). These schemes are linked to MTFS savings proposals, the future ways of working programme and the new Shared Service arrangement for ICT. The shared services budget underspent by £4.6m. The corporate IT board and the evergreening budgets underspent by £3.6m. Phase one of the F2F scheme has been largely completed and plans are being put into place to invest the balance of funding. Further plans are being scoped for the other projects through the Future Ways of Working and the Shared Digital Board.

18.16. Overall, capital expenditure for Priority X in the year amounted to £4.5m (29%) of planned budget of £15.7m resulting in underspend of £11.2m.

Housing Revenue Account

18.17. The HRA capital expenditure at year end stands at £57.2m (68%) out of planned budget of £83.8m resulting in underspend of £26.6m.

18.18. Some of the schemes contributing to the underspend include the leaseholder buyback programme, the underspend on this scheme mostly caused by the front loading of the budget (£9.6m). Other contributors were stock acquisition budget (£7m) underspending by £6.7m and the new build budget has underspend of £2m.

18.19. Attached at Appendix 2 is a list of proposed carry forward budgets. Haringey has a large and complex capital programme and is in the early stages of its current 10-year programme. It is anticipated that the pace of delivery of the 10-year programme will increase in 2017/18.

19. Revised Capital Programme

19.1. The revised capital programme for 2017/18-2021/22, taking into account the budgets carried forward and the latest re-profiled estimates for the Haringey Development Vehicle related projects, is set out below.

Table 5 – Revised Capital Programme (2017/18 – 2021/22)

	Original 2017/18 Budget	Carry Fwd and HDV	Revised 2017/18 Budget	Revised 2018/19 Budget	Revised 2019/20 Budget	Revised 2020/21 Budget	Revised 2021/22 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Priority 1	6,050	7,300	13,350	6,620	6,620	26,020	18,000
Priority 2	1,868	1,025	2,893	1,818	1,818	1,818	1,818
Priority 3	13,470	5,925	19,395	13,090	10,710	10,250	10,370
Priority 4	38,960	26,225	66,185	26,307	44,030	29,125	36,075
Priority 5	11,465	4,966	16,431	11,665	12,885	3,525	525
Priority X	5,274	11,413	16,687	6,450	6,950	9,350	10,950
General Fund Total	**78,087**	**56,854**	**134,941**	**65,950**	**83,013**	**80,088**	**77,738**
Housing Revenue Account	43,991	24,910	68,901				
Total	**122,078**	**81,764**	**203,842**	**65,950**	**83,013**	**80,088**	**77,738**

20. Reserves

20.1. Revenue reserves are amounts set aside by the Council to fund future growth and investment needs and to counter financial risk. These include general reserves/balances that must be maintained by the Councils. It should be noted that reserves can only be used for the purposes for which they were created unless Cabinet approval is obtained to change its use. The reserves movements in 2016/17 are set out in Appendix 3.

20.2. The original 2016/17 budget required the use of £1.9m of General Fund reserves to set a balance budget.

20.3. In February 2017, a revised Treasury Management Strategy was approved by Full Council which included a revision to the Council's Minimum Revenue Provision policy. This resulted in £7.9m revenue saving which was planned to be used to rebalance the Transformation Reserve in order to provide additional funding for the savings and future ways of working transformation agenda.

20.4. The MTFS report that went to Cabinet in February 2017 indicated a need to transfer £25m to GF reserve in order to maintain a general balance of £15m based on an estimated overspend of £21m.

20.5. As a result of the reduced overspend position and clarification of other reserve movements, it is now proposed to move a sum of £13m to General Fund balances after taking account of planned contributions from MRP savings (£7.9m) and additional 15/16 Council Tax surplus (£3.1m).

20.6. This will leave a General Fund working balance of £15.0m and Earmarked Reserves of £48.6m. It should be noted that £8.8m has been approved to be used to enable a balanced budget for 2017/18 to be set which will, if required, reduce reserves further.

21. Conclusion

21.1. Overall at the end of the 2016/17 financial year, the General Fund shows a £16.1m overspend position which will be met from the General Fund reserve as previously reported to Cabinet.

21.2. The majority of overspend in 2016/17 have arisen due to underachievement of planned efficiency savings and demand pressures in adult social care, children social care and temporary accommodation which were forecast earlier in the financial year and enabled mitigating actions to be taken to prevent the overspend increasing further.

21.3. There were also a number of one-off sources of income which have helped strengthen reserves particularly in relation to transformation resources which are going to be critical in delivering the significant transformation agenda required to deliver future years' savings.

22. Budget Monitoring Overview

22.1. As at 30st June 2017 (Quarter 1) of the financial year ending 2017/18, the Council's projected overspend on its revenue budget of £6.6m (including £0.4m for HRA).

22.2. The latest budget position of £6.6m is vastly different to the 2016/17 outturn position where three service areas Adults (£12.4m); Children's (£7.8m) and Temporary Accommodation (£7.0m) significant overspent their approved budget due mostly demand pressures.

22.3. The Council agreed for the 2017/18 budget to provide additional resources to mitigate the underlying budget shortfalls in Adults (£9m), Children's (£3.8m) and Temporary Accommodation (£7.1m). As a result of approved budget growth in these areas, they are reporting a significant drop in forecast overspend compared to the same time last year.

22.4. Table 6 below sets out financial performance at priority level for Quarter 1 of 2017/18. A detailed analysis at directorate level is attached at Appendix 5.

Table 6 – Revenue Budget Monitoring Forecast for Quarter 1 2017/18

Priority	Revised 2017/8 Budget	Quarter 1 Outturn Forecast	Quarter 1 Forecast to Budget Variance
	£'000	£'000	£'000
PR1 Children's	64,247	67,447	3,200
PR2 Adults	93,970	95,226	1,256
PR3 Safe & Sustainable Places	26,303	27,399	1,096
PR4 Growth & Employment	9,251	9,425	174
PR5 Homes & Communities	20,415	21,200	785
PRX Enabling	41,576	41,286	-290
General Revenue Total	**255,762**	**261,983**	**6,221**
PR5 Homes & Communities (HRA)	-48	363	411
Haringey Total	**255,714**	**262,346**	**6,632**

23. Revenue Finance Overview

23.1. A summary of outturn position for each priority area is as follows:

PRIORITY 1 **Overspend £3.2m**

23.2. Children's residential – forecasting an overspend of £1.3m. The variance to budget in this areas is due to the average unit cost of placements being more than what was budgeted. Although the budgeted number of Looked After Children (LAC) is increasing, the average unit cost for residential placements is approximately £400 more than the budgeted unit cost. The cost drivers for this budget are volume and price, and variations in price can significantly affect the outturn, particularly for residential placements which often relate

to complex needs. Finance is working with the service to regularly review the high cost placements and the service continues to explore opportunities for alternative provision at reduced cost (whilst still meeting the primary needs of the service user), and without compromising the required outcomes.

23.3. Young Adults – forecasting an overspend of £1.3m. MTFS savings for Supported Housing Review, which was profiled into 2017/18 will now be re-profiled into 2018/19. This accounts for £0.6m of the reported overspend. The residual overspend is due to current commitments for housing related services and additional support for young adults, which exceeds the budget. The service is reviewing all the end dates for service users to ensure that commitments are accurately reflected in the projected outturn, and it is anticipated that the reported overspend will move favourably in the next period once this exercise is completed.

23.4. First Response – forecasting an overspend of £1.0m. There are currently a high number of agency staff within the service covering vacancies and suspensions. However, there are a number of permanent recruitments scheduled and there is a planned review of the agency forecasting model to ensure that this is as accurate as possible. This will be factored into the next budget monitoring report.

23.5. Early Help and Prevention is forecast to overspend by £0.13m due to the delay in the delivery of savings within Family Support and Special Educational Needs. This is partly offset by underspends within Targeted Response and Early Help budgets.

23.6. The sums above are netted off against other minor variances totalling £0.17m.

PRIORITY 2 **Overspend £1.2m**

23.7. Adults Social Services are reporting budget pressures in the following areas:

23.8. £0.7m Osborne Grove Nursing Home - due to concerns around quality of care provision, a restriction is in place on placing new clients in the home which in turn causes several pressures including the cost of finding alternative provision, the loss of client contributions and a loss of health funding for purchased beds.

23.9. £2.0m demand pressures on care packages arising from – demand which is above the planned MTFS trajectory particularly for younger clients with Learning Disability Support needs and older clients with Physical Support needs; re-provisioning costs of finding alternative service provision for those clients whose needs were previously met through in-house services are higher than anticipated; delays in the closure of in-house services have meant that staffing and premises costs are being incurred for a longer period than was planned and expected reductions achievable through re-provisioning have been delayed.

23.10. In-year pressures are being mitigated through the release of 2 provisions totalling £1.30m –

- Haynes Centre £0.66m - the provision relates to a long standing dispute with Haringey CCG over the liability for rental costs at the Haynes Centre. Based upon current advice from Legal and Property Services that the council is not liable for these costs, this provision can be released.
- Care packages £0.64m – the provision was established in 2016/17 and relates to potential liabilities for committed homecare hours. Based on a reassessment of potential exposure, this provision can be released.

23.11. A range of other minor variances net off to an underspend of £0.2m.

PRIORITY 3 **Overspend £1.1m**

23.12. The service is forecasting a £1.1m overspend having put in place an action plan to mitigate some of the other budget pressures that are being managed.

Corporate Related Variances:

23.13. £0.66m contractual inflation and £0.30m energy inflation will be corporately funded.

Service Contained Variances:

23.14. The final decision to move the Spurs football matches to Wembley this season was not confirmed until April 2017, which was subsequent to the budget preparation process, therefore the projected income levels from PCN On Street parking are less than budgeted. The service is looking to mitigate this risk through savings from essential permits. There is however a delay to this because the proposal for savings on essential permits is going through statutory consultation and will result in a shortfall in income within the range of £0.20m to £0.40m.

MTFS Savings at Risk:

23.15. Delays in scoping the cashless project has put at risk the related MTFS saving of £0.08m. Funding has now been secured to progress the project, however due to the delay, 50% of savings is projected to be at risk.

Procurement Variances:

23.16. The overspend in procurement relates to Dynamic Purchasing System software license fees of £0.30m which should have been recovered as part of savings allocation to non-Priority 3 services. Corporate finance is working with Procurement and the services to confirm the savings.

PRIORITY 4 **Overspend £0.17m**

23.17. An overspend of £0.25m is largely due to the extended employment of a team of commercial property valuers from March 2017 to March 2018. The majority of these posts will no longer be required once the HDV is established and some of the commercial properties have been transferred.

23.18. The overspend in this area is offset by £0.08m from an overachievement of planning income and additional contribution from NWLA to staff costs.

PRIORITY 5 (General Fund) **Overspend £0.80m**

23.19. Housing and Growth's full year forecast is showing an overspend of £0.80m at the end of Q1.

- There is a projected £0.60m overspend in in-borough private sector leases,
- £0.70m overspend in bed and breakfast accommodation and
- £0.40m underspend in Supplier managed Private sector leases.

23.20. A key factor is the ability of the service area to meet the target/assumptions behind the MTFS especially the targets for out of London moves and new acquisitions.

23.21. The service has identified a number of actions to attempt to reduce the projected overspend by year end. Officers are currently in dialogue with providers to deliver further shared facility hostels in 2017/18. Officers are also in discussion with various landlords to ensure retaining existing and sourcing future leased accommodation. Also, there are initiatives in the pipeline to increase supply and acquisitions.

PRIORITY 5 (HRA) **Overspend £0.4m**

23.22. The HRA budget is projecting overspend of £0.4m for the year ending March 2018. The HRA outturn summary is set out in Table 7 below.

Table 7 – HRA Budget Forecast (Quarter 1)

Total for HRA	Revised 2017/8 Budget	Quarter 1 Outturn Forecast	Forecast to Budget Variance
	£'000	£'000	£'000
Managed Services Income	-107,736	-107,377	359
Managed Services Expenditure	12,492	12,678	187
Retained Services Expenditure	95,196	95,061	-135
Total for HRA	**-48**	**363**	**411**

23.23. Appendix 7 provides a summary of the income and expenditure for the HRA budget.

23.24. The HRA income shortfall relates primarily to income receivable from garage lets and Officers are drawing up an action plan to bring this budget back in line.

23.25. Waste management costs have increased due to contract inflation but are offset by a lower than anticipated charge in landlord insurance costs. These

changes will be reflected in next year's Tenant and Leaseholders' service charges and hence therefore reimburse the HRA as necessary.

23.26. There remains outstanding debt relating to the water rates. The contract as it stands with Thames Water continues to create financial pressure for the HRA, as the HRA has to bear the costs of non-payment of bills which cannot be passed back to Thames Water.

PRIORITY X **Underspend £0.29m**

23.27. Priority X is currently forecasting net underspend of £0.29m. The make- up of the over/underspend is spread out across the services in Priority X as detailed below:

Transformation and Resources

23.28. This area is currently forecast to overspend by £0.55m due largely to continuing reliance on temporary staff in Finance to fill vacancies in key areas and unfunded posts in the Corporate Project Management Office (CPMO) carried over from previously committed project work. The planned restructure of Transformation and Resources will address CPMO overspend and finance agency costs will be addressed through ongoing recruitment activity, although it is expected that this will remain a risk for this financial year.

23.29. Approximately £0.1m overspend relates to Homes for Haringey (HfH) Human Resources (HR) structure and negotiations are taking place with HfH to agree to a refund of the overspend.

Shared Service Centre(SSC)

23.30. The SSC is forecast to underspend by £0.15m at Q1. The main budget pressure for the service is Human Resources (HR) Schools Traded Services. Since April, three schools have given notice to withdraw from the service. A paper on future options for service delivery will be presented to a future CAB meeting.

23.31. The estimated income shortfall from HR traded services in 2017/18 is £0.27m, however this overspend will partially be offset by HR Operations underspends.

23.32. There remains a pressure within the SSC finance team, as a result of continued reliance on temporary staff to fill vacancies in key areas. This is causing a budget pressure of £49k for the year.

23.33. All other forecast reported in SSC's over and underspends are minor and deemed manageable within approved budget.

Non Service Revenue

23.34. An overspend of £0.79m on Pension related costs within the Non Service Revenue (NSR) budget relates to the minimum cash payable into the Pension Fund by the Council being more than the on-cost provided for services' salaries budgets.

23.35. This overspend is partially offset by underspend of £0.42m on debt financing costs which are expected to be lower than budget due to the Council utilising internal/short term borrowing.

23.36. Final confirmation of actual agreed charges to HfH has resulted in a £1.0m one-off windfall for Haringey Council in 2017/18.

24. Dedicated Schools Grant (DSG) Overspend £0.55m

24.1. The DSG allocation to Haringey Council for 2017/8 is £192.1m excluding schools block recoupment to Academies and High Needs direct funded places by the Education Funding Agency. This area is reporting an overspend of £0.55m resulting from continuing pressures on the high needs block element of the Special Education Needs (SEN) grant - High Needs Block and a fall in grant allocation of £3.0m due to drop in pupil numbers in Early Years. The service in conjunction with Schools Forum are working on mitigating actions.

25. Capital Expenditure Forecast at Quarter 1

25.1. At Q1, the capital programme is forecasting an underspend of £66.0m shown in Table 8 below. It is essential to the delivery of the Council's longer term objectives that capital expenditure takes place in a timely fashion to ensure the Council has the ability to deliver service improvements and longer term revenue savings.

25.2. Further scrutiny will take place to ensure that any capital proposals are capable of being delivered and that resources are allocated to their delivery.

Table 8 – Capital Expenditure (Quarter 1)

	Revised Budget 2017/18	Quarter 1 Forecast	Quarter 1 Budget to Forecast Variance
	£'000	£'000	£'000
Priority 1 – Children's	13,350	7,000	6,350
Priority 2 – Adults	2,893	920	1,973
Priority 3 - Safe & Sustainable Places	20,048	17,500	2,548
Priority 4 - Growth & Employment	63,310	30,000	33,310
Priority 5 - Homes & Communities	16,431	1,100	15,331
Priority X - Enabling	16,484	10,000	6,484

Grand Total	**132,516**	**66,520**	**65,996**

25.3. At Q1, the revised budget is equal to the agreed MTFS budget plus the carry forwards agreed by Cabinet at its meeting in June 2017 plus the adjustments set out below.

25.4. Since Cabinet's meeting of June 2017 there have been a number of adjustments to the capital budget that have increased it by £7.4m. The most significant of these was the addition of the public realm works at Tottenham Hotspurs Football Club (£5m), confirmation of the GLA's continuing support for the Council's Opportunity Investment Fund (£1.3m), support for the procurement of the North Tottenham DEN (£0.8) and a higher allocation of Disabled Facilities Grant (£0.185m).

25.5. A high level commentary on the priority projected outturn is set out below;

Priority 1

25.6. The Schools Capital Programme is currently projecting an underspend of £6.0m against resources of £13.3m. Detailed plans are being developed to ensure that the in-year slippage position for 2017/18 is addressed so that the same position does not reoccur in the next financial year.

Priority 2

25.7. The majority of this priority's budget relates to the Disabled Facilities Grants. The current rate of spend (£230k per quarter) implies an outturn of £920k. This would represent an under spend of £1,973k. This expenditure is supported by external grant which can be carried forward to future years.

Priority 3

25.8. It is anticipated that, with the exception of the CCTV relocation budget (£2.1m) this priority will have minimal slippage into the next financial year.

Priority 4

25.9. Within the overall budget are significant allocation subject to external dependencies including: the HRW business acquisitions budget (£5.5m) Strategic Site Acquisitions budget (£9.0m) and the Wards Corner CPO budget (£17.9m) which total £32.4m or over 50% of the budget. The timing of a significant amount of this expenditure has slipped to 2018/19.

25.10. Of the residual budget, £30.9m, almost half of this relates to the Marsh Lane relocation project (£14.5m). It is unlikely that there will be significant spend on this project this financial year.

25.11. The budgets for the Alexandra Palace heritage project (£3.3m) and general maintenance (£0.47m) have already been spent.

25.12. Taking the above into account, and accepting that forecasting these budgets is problematic, it is estimated that the priority will spend c£30m this financial year.

Priority 5

25.13. This budget on temporary accommodation solutions (the development of temporary accommodation hostels) is currently forecasting to spend £1.1m against a budget of £4.3m.

25.14. A strategy paper for the £11.1 capital budget for temporary accommodation acquisitions scheme (the purchasing of units to use as temporary accommodation placements) is being considered by priority 5 board. If adopted the strategy will accelerate expenditure. At this stage (assuming that the strategy is not implemented) it is anticipated that there will be slippage of approximately £15m total for this priority.

Priority X

25.15. At this stage the budget is forecast to spend £10m. Within this priority the F2F programme has appointed a programme manager and plans are being developed to accelerate spend to c£3.15m. In addition, expenditure of c£2m on the Marcus Garvey Library project will be incurred this financial year. It has been confirmed that the BIP programme will spend its allocation of £0.8m and that the IT rolling replacement (evergreening) budget is estimated to spend £0.75m.

26. MTFS Savings 2017/8

26.1. The MTFS savings target for 2017/8 is £21.0m. As at the Q1 of the financial year, it is projected that £13.84m (67%) of the target will be achieved. Table 9 below summarises the savings position at priority level and Appendix 7 has a detailed breakdown of savings and, where provided, comments to explain reason for non-delivery of savings.

Table 9 – Summary – 2017/18 MTFS Savings by Priority

	New MTFS	Old MTFS	Total	Savings Achieved 2017/8	Savings Shortfall	% Achieved
	£'000	£'000	£'000	£'000	£'000	%
Priority 1	1,437	2,694	4,131	1,430	2,701	35%
Priority 2	2,411	5,399	7,810	7,672	138	98%
Priority 3	1,685	930	2,615	2,540	75	97%
Priority 4	503	325	828	578	250	70%
Priority 5	-	765	765	765	-	100%
Priority X	612	116	728	670	58	92%
Council Wide Savings	2,036	1,650	3,686	188	3,498	5%
Total	8,684	11,879	20,563	13,843	6,720	67%

26.2. Table 9 show the total amount reported as achievable at Quarter 1 as £13.84m – this represents 67% of the savings agreed in the MTFS for 2017/18.

26.3. The factors that have resulted in shortfall in the savings programme for each priority area are summarised below.

Priority 1

26.4. Priority 1 is currently reporting that only 35% of approved savings will be delivered this year although work is ongoing to identify options to improve this position. Delays in achieving savings include £600k relating to supported housing which the Service has requested be deferred to the next financial year. Line by line comment on individual priority 1 savings, where provided, are detailed at Appendix 7a.

Priority 2

26.5. Priority 2 is reporting that it will deliver 98% of total approved savings in 2017/18. To deliver this level of overall savings, the Service has committed to reconfigure and overachieve on some approved savings to offset shortfall in others. Line by line comment on individual priority 2 savings, where provided, are detailed at Appendix 7b.

Priority Three

26.6. Of the reported shortfall in savings achievable in 2017/18, Priority 3 have reported that the delay of the scoping exercise for the move to cashless payment project is causing the £0.1m shortfall in their Target. The Service is projecting to achieve 97% of approved savings. Further details on priority 3 savings are detailed at Appendix 7c.

Priority Four

26.7. The shortfall of £0.25m relates to transitional costs linked to the HDV including the extended employment of a team of commercial property valuers from March 2017 to March 2018. The Service is expected to deliver 70% of approved savings. Line by line comments on individual priority 4 savings, where provided, are detailed at Appendix 7d.

Priority Five

26.8. Priority 5 is projecting that all its savings will be achieved. Further details on priority 5 savings are detailed at Appendix 7e.

Priority X

26.9. Priority X is projecting that 92% of MTFS savings will be achieved this financial year. Line by line comment on individual savings, where provided, are detailed at Appendix 7f.

Council Wide Savings

26.10. Within the 2017/18 budget, there are cross cutting savings that affect more than one priority/service area, totalling £3.6m. The planned savings are:

- redundancy (£1.5m);

- bad debt provision (£0.7m);
- procurement (£0.95m); and
- senior management savings (£0.4m).

26.11. Of the total agreed council wide savings, a significant shortfall of £3.5m (95%) is currently projected. Corporate Finance is working with relevant service areas to develop action plans to maximise the delivery of these planned savings. Line by line comment on individual savings, where provided, are detailed at Appendix 7g.

27. Budget Virements

27.1. The budget virements requiring noting/approval are set out in Appendix 8. Virements that exceed £0.25m which have been included in the noting item section of appendix 8 relate to budget changes actioned in order to implement Cabinet decisions.

27.2. One-off virements (£10.9m) are budget movements affecting this financial year only, whilst permanent virements (£1.98m) are budget movements which will permanently affect the cash limit of the priority.

28. Contributions to strategic outcomes

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

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

Finance and Procurement

29.1. This is a report of the Chief Finance Officer and concerns the Council's financial position.

Legal

29.2. The Assistant Director of Corporate Governance has been consulted on this report.

29.3. 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.

Equalities

29.4. 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.

29.5. This report provides an update on the Council's financial position in relation to planned MTFS savings and mitigating actions to address current budget overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 27th February 2017.

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

30. Use of Appendices

Appendix 1 – Revenue Carry Forwards

Appendix 2 – Capital Carry Forwards

Appendix 3 – Reserve Movements

Appendix 4 – Budget Virement List

Appendix 5 – Directorate Level Forecast (Quarter 1)

Appendix 6 – HRA Forecast (Quarter 1)

Appendix 7 – Detailed MTFS Savings Monitor (Quarter 1)

Appendix 8 – Budget Virements (Quarter 1)

31. Local Government (Access to Information) Act 1985

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

- Budget management papers
- Medium Term Financial Planning Reports

31.2. For access to the background papers or any further information please contact Oladapo Shonola – Lead Officer, Budget & MTFS Programme.

Appendix 1

YEAR END TRANSFERS TO RESERVES	£000s	YEAR END TRANSFERS FROM RESERVES	£000s
LEADER AND CHIEF EXECUTIVE		**LEADER AND CHIEF EXECUTIVE**	
Grant - Independent Electoral Registratior	20	Insurance	142
CHIEF OPERATING OFFICER		**CHIEF OPERATING OFFICER**	
Leisure borrowing	1,300	IT Infrastructure Reserve	158
Leisure contract	53	Debt Repayment Reserve	1,300
Customer Services Transformation Project	94		
PFI Grant	1,059		
HR Transformation Funding	425		
Grant - MBRI supporting universal credit	54		
Grant - Implementation of Benefits cap	147		
DEPUTY CHIEF OPERATING OFFICER		**DEPUTY CHIEF OPERATING OFFICER**	
Children & Young People Transformation	114	DSG	451
Mental Health Commissioning	41	DSG Reserve for school cash set off	1,185
Childrens Centres Early Years	160		
Early Years	387		
Virtual school Trust Education Agency	43		
Schools & Learning - Governor Services	25		
Funding for excluded pupils	85		
Grant - Pupil Premium	22		
High Needs Grant	111		
Public Health	238		
DIRECTOR REGENERATION AND PLANNING		**DIRECTOR REGENERATION AND PLANNING**	
Labour Market Resilience	688	Tottenham including HRW	95
Regeneration restructure	61	Carbon Solar	8
Carbon Solar PV	140		
CIL admin income	100		
Tottenham including HRW	230		
Opportunity Investment Fund	2		
Enterprise Row Insurance proceeds	220		
Fountayne Business Centre	35		
HDV Transformation funding	219		
Wood Green Transformation Funding	375		
Housing older people service	300		
Grant - Homelessness	112		
Grant - Transport Challenge	76		
Total	**6,936**		**3,339**
HRA EMR requests			
Housing Strategy	1,462		
HRA smoothing reserve	331		
Homes for Haringey	629		
sub total	**2,422**		

Appendix 2

CAPITAL CARRY FORWARDS

Scheme Number	Description	C/Fwd 2017/18 £000's
PRIORITY 1		
101	Repairs and Maintenance at Primary Schools expenditure less than anticipated across a range of small scheme	379
102	Primary Schools Modernisation and Enhancement expenditure has been less than budgeted due to scheme delays. However, a significant amount of the budget has now been committed.	3,726
103	Primary Schools New Places. The minor carry forward is to meet contractual commitments.	268
104	Early Years overspend due to a range of minor scheme overspends	-31
109	This budget contains the YOS and YAS relocation as well as the PDC relocation. The expenditure is required to complete these schemes	619
114	Secondary Schools R&M. The majority of the requested carry forward is to meet contractual commitments with the largest being Highgate Roofing Works at £583k.	1,379
199	This budget contains the programme contingency for the P1 capital programme (£849k) and a budget for adapting foster carers homes for children with disabilities	960
P1 – Total		**7,300**
PRIORITY 2		
201	Disabled Facilities Grant. It is proposed to carry forward this grant to utilise on suitable projects as and when they arise	828
206&207	The carry forward is requested to meet contractual obligations on the Ermine Road scheme and other minor expenditures	197
P2 – Total		**1,025**
PRIORITY 3		
301	Street Lighting. This budget slightly overspent and the overspend is being carried forward to 2017/18	-44
302	Borough Roads. Due to delays to schemes it is proposed to carry forward these resources to ensure their completion.	314
303	Highways Structures. Due to delays to schemes it is proposed to carry forward these resources to ensure their completion	178
305	Borough Parking Plan. This budget slightly overspent and the overspend is being carried forward to 2017/18	-23
307	CCTV Relocation. Due to delays on the Marsh Road Depot scheme this project did not incur any expenditure. The resources are still required	2,100
309	No carry forward required	0
310	Developer contributions. These resources need to be carried forward to ensure that the expenditure can occur	816
311, 313 & 314	These schemes are all related to the Parks Service. There are firm plans in place to utilise these resources in 2017/18	238
316	Asset Management of Council Buildings. There have been significant difficulties with the performance of the main contractor resulting in the underspend. It is requested that this resource is carried forward to 2019/20.	0
P3 – Total		**3,579**

Appendix 2

Scheme Number	Description	C/Fwd 2017/18 £000's
PRIORITY 4		
401	Tottenham Hale Green Space. The ongoing regeneration of the area will require continued budget support through this carry forward	504
402	Tottenham Hale Streets. The ongoing regeneration of the area will require continued budget support through this carry forward	282
403	Tottenham Regeneration. The ongoing regeneration of the area will require continued budget support through this carry forward	197
406	Discussion are ongoing with the GLA over the level of grant that they will make available in 2017/18 but a carry forward of LBH resources is required.	500
407	Growth on the High Road. The underspend has been due to delays in delivering a range of projects.	135
411	Tottenham high Road & Bruce Grove Station. Projects within the scheme have been delayed with the most significant being the Bruce Grove Station Forecourt. The carry forward is required to complete the scheme	663
415	North Tottenham Heritage Initiative. The scheme has been delayed and the carry forward required to meet commitments.	253
421	HRW Business Acquisition. Discussions with a number of business are ongoing and the carry forward is required to ensure completion of the scheme. The expenditure will ultimately be reimbursed to the Council via the appointed development partner.	1,543
429	Strategic Acquisitions. The Council acquired five properties and over achieved the budget. This carry forward will be deducted from the 2017/18 budget.	-983
430	Wards Corner CPO. There was no expenditure this year but the project is still ongoing and the budget will be needed.	9,200
434 & 435	Wood Green Regeneration. Delays to projects mean that a carry forward of resources is required to continue with the scheme.	437
438	Vacant possession of the Civic Centre. This has been delayed but the project will shortly be out to tender and the carry forward is required to fund the project.	92

Appendix 2

Scheme Number	Description	C/Fwd 2017/18 £000's
439	Ways of working. This is an ongoing project that has a number of commitments and the carry forward is required to complete the scheme	387
444	Marsh Lane Depot. After a steep increase in cost a review is being undertaken. The carry forward will be required to complete the scheme	8,124
445	Hornsey Town Hall	543
446	Alexandra Park Heritage. The procurement by the trust of the main contractor was delayed whilst value engineering was undertaken resulting timing difference for the Council's contribution	2,000
447	Alexandra Pallace Maintenance. The budget loaded was incorrect. The carry forward is proposed for the overall approved capital programme contingency	1,338
450	Winkfield Road. The development of options has taken longer than expected. The carry forward is required in order to deliver vacant possession to allow for disposal for affordable housing.	225
452	Low Carbon Zones	260
462	Western Road Recycling. Unbudgeted expenditure carried forward to be met from P4 overall resources	-23
464	Bruce Castle. Works delayed and carry forward needed to complete the project.	174
465	DEN. Minor overspends tht will need to be carried forward to 2017/18 budget	-4
499	Other. A range of minor over and under spends from old schemes. It is proposed that the carry forward is to the overall approved capital programme contingency.	378
P4 – Total		**26,225**
PRIORITY 5		
505, 506 & 599	Acquisition of temporary accommodation	**4,966**
P5 - Total		**4.966**
PRIORITY 6		
601-604	Business Improvement Programme/Corporate IT Board/Evergreening/Shared Services. This budget contains provision for the SSC tri-borough project that has been delayed. The carry forward is required to enable the project to complete.	8,227
605	Customer Services	1,120
606 & 621	F2F and Library ICT. There are firm plans for these areas and the resources are required in order to complete the projects	810
699	Approved Capital Programme contingency	1,056
P6 – Total		**11,213**
Total GF		**54,308**

Appendix 2

Scheme Number	Description	C/Fwd 2017/18 £000's
HRA		
590	Homes for Haringey is requesting permission to carry forward £6.2m from the 2016/17 Capital Programme to fund the Decent Homes contractual commitment form the 2016/17 programme. This will enable the 2017 Major Works budget to fund the new projects starting this year which will enable more homes to be made decent in 2017/18.	6,223
591	The funding is required to acquire leaseholder properties on the Love Lane estate, with 79 leaseholders interested. The Council has an obligation to acquire these properties, as agreed by Cabinet in 2014.	6,967
592	The funding is required to acquire leaseholder properties on the Love Lane estate, with 79 leaseholders interested. The Council has an obligation to acquire these properties. This includes homeloss disturbance payments.	2,121
593	New supply to meet housing needs, and use RTB receipts to avoid repayment with high interest charge.	6,420
594	The programme is a year behind and commitments to Borras Construction is £3,300,000, which will be covered by the carry forward amount.	3,179
Total HRA		**24,910**
Grand Total (2017/18)		**79,218**
2019/20 C/Fwd		**£'000**
316	Asset Management of Council Buildings. There have been significant difficulties with the performance of the main contractor resulting in a significant underspend. It is requested that this resource is carried forward 2019/20	2,346
Total (2018/19)		**81,564**

TRANSFER TO/FROM RESERVES

	Balance 01/04/16	2016/17 movements				Balance 31/03/17
		To reserve	From reserve	Realign	16/17 Outturn	
Service Reserves	**(5,552)**	(5,064)	2,303	-	-	**(8,313)**
Insurance Reserve	**(10,004)**	(778)	919	5,000	-	**(4,863)**
PFI Lifecycle Reserve	**(9,772)**	(1,059)	1,815	-	-	**(9,016)**
IT infrastructure Reserve	**(996)**	-	158	-	-	**(838)**
Accommodation Strategy	**(442)**	-	-	-	-	**(442)**
Transformation	**(7,766)**	(7,900)	5,327	-	-	**(10,339)**
Financing Reserve	**(5,810)**	(3,070)	-	8,000	-	**(880)**
Debt Repayment Reserve	**(5,259)**	(1,394)	1,550	-	-	**(5,103)**
Community infrastructure reserve	**(3,000)**	-	-	-	-	**(3,000)**
Urban renewal reserve	**(1,403)**	-	1,119	-	-	**(284)**
Unspent Grants Reserve	**(3,795)**	(543)	825	-	-	**(3,513)**
Labour Market Growth Resilience Reserve	**(1,789)**	(688)	898	-	-	**(1,579)**
Risk Reserve	**(400)**	-	-	-	-	**(400)**
Total Earmarked Reserves	**(55,988)**	**(20,496)**	**14,914**	**13,000**	**-**	**(48,570)**
General Fund Balance	**(20,004)**	**-**	**1,919**	**(13,000)**	**16,079**	**(15,006)**

Appendix 4

2016/17 QUARTER 4 VIREMENT LIST

Description	Amount
REVENUE VIREMENTS	**£**
BUSINESS OWNER VALUATION & LEGAL FEES	250,000
FINAL CARE ACT FUNDING ALLOC 2015& 2016	340,000
CARE ACT FUNDING 2016/17	556,300
STAFFING BUDGET RE-ALIGNMENT	282,800
MARSH LANE SALT STORE ⌋750K	750,000
2016/17 REVISED DEPRECIATION BUDGET	23,304,840
2016/17 DEPRECIATION BUDGET	21,118,285
1.8M AUTO ENROLMENT ONE OFF	1,800,000
ALLOCATION OF BIP CAPITAL PROGRAMME FUNDING	1,379,900
PRIORITY 2 TRANSFORMATION PROGRAMME	1,000,000
HFH-GF TRANSFORMATION RESERVE BID 16/17	533,074
MRP / RESERVE CORRECTION	1,927,600
MRP / RESERVE CORRECTION REVERSAL	1,700,000
REVERSAL HFH GF TRANSF RES BID 2016/17	533,074
MRP / RESERVE TRANSFER	7,946,000
COLLECTION FUND 15/16 SURPLUS TRANSFERRED TO RESERVES	3,070,000
ADDITIONAL GRANT RECEIVED IN YEAR TO NON SERVICE REVENUE	556,300
CAPITAL VIREMENTS	
FEASIBILITY STUDY FOR A DECENTRALISED ENERGY NETWORK IN TOTTENHAM HALE	150,000
FEASIBILITY STUDY FOR A DECENTRALISED ENERGY NETWORK IN WOOD GREEN	150,000
FEASIBILITY STUDY FOR WALLTHOF	20,000
BUDGET CORRECTION FOR ALEXANDRA PALACE MAINTENANCE BUDGET	70,000
BUDGET FOR HORNSEY TOWN HALL	580,000

Appendix 5

Revenue Budget Forecast as at Quarter 1

Priority for Report	Directorate	Revised 2017/8 Budget	Quarter 1 Forecast	Variance
PR1 Childrens	CM Assistant Director for Commissioning	3,710,016	3,719,109	9,093
	CY Director Of Children Services	51,205,447	54,376,324	3,170,877
	PH Director for Public Health	6,594,672	6,614,672	20,000
	SCH Assistant Director for School	2,736,970	2,736,970	0
PR1 Childrens Total		**64,247,105**	**67,447,075**	**3,199,970**
PR2 Adults	AS Director for Adult Social Services	80,069,425	81,083,919	1,014,494
	CM Assistant Director for Commissioning	2,869,382	3,091,481	222,098
	PH Director for Public Health	11,030,950	11,050,550	19,600
PR2 Adults Total		**93,969,757**	**95,225,949**	**1,256,192**
PR3 Safe & Sustainable Places	CM Assistant Director for Commissioning	240,908	306,520	65,612
	OPS Director for Commercial & Operations	25,705,449	26,804,579	1,099,130
	PH Director for Public Health	203,056	186,528	-16,528
	PLAN Assistant Director of Planning	153,725	101,825	-51,900
PR3 Safe & Sustainable Places Total		**26,303,138**	**27,399,452**	**1,096,314**
PR4 Growth & Employment	CM Assistant Director for Commissioning	794,330	816,552	22,221
	M1 Non Service Revenue	1,900,200	1,902,200	2,000
	PLAN Assistant Director of Planning	1,522,830	1,524,249	1,419
	RGEN Director for Housing and Growth	1,246,646	1,394,546	147,900
	RPD02 Director of Regeneration	3,320,128	3,320,128	0
	V00001 Dir of Regeneration Planning,Development	467,152	467,152	0
PR4 Growth & Employment Total		**9,251,286**	**9,424,827**	**173,540**
PR5 Homes & Communities	AH03 Community Housing Services	10,719,938	11,504,647	784,709
	AH05 Housing Commissioned Services	9,695,066	9,695,066	0
PR5 Homes & Communities Total		**20,415,004**	**21,199,713**	**784,709**
PRX Enabling	C00002 Deputy Chief Executive	438,257	438,257	0
	COM Assistant Director for Strategy & Communication	634,526	692,403	57,877
	COOOO F00001 Chief Operating Officer	-115,251	-115,001	250
	CUS Assistant Director for Customer Services	5,838,750	5,861,773	23,023
	GOV Assistant Dir of Corporate Governance	2,592,903	2,592,903	0
	M1 Non Service Revenue	24,241,769	23,794,562	-447,207
	M113 YE Adjustment NSR	2,050,481	2,050,481	0
	Other Non Service Revenue	1,700	1,700	0
	RES Director for Transformation & Resources	401,398	878,572	477,174
	SSC Assistant Director for Shared Service Centre	5,121,345	5,136,843	15,498
	Shared Digital Services	370,204	-46,354	-416,558
PRX Enabling Total		**41,576,082**	**41,286,138**	**-289,944**
General Revenue Total		**255,762,372**	**261,983,154**	**6,220,782**
	HSE Housing Revenue Account	-48,300	362,748	411,048
Haringey Total		**255,714,072**	**262,345,902**	**6,631,830**

Appendix 6

HRA Budget Forecast as at Quarter 1 Appendix 2

HRA Budget 2017/18	2017/18 Revised Budget £000's	Forecast Spend £000's	Quarter 1 Forecast Variance £000's
Income			
Dwelling Rental Income	(81,838)	(81,809)	29
Non Dwelling Rents	(2,997)	(2,872)	125
Hostel Rental Income	(1,996)	(1,914)	82
Leasehold Service Charge Income	(7,143)	(7,143)	0
Tenant Service Charge Income	(10,972)	(10,716)	256
Miscellaneous Income	(7,418)	(7,018)	401
Total Income	**(112,364)**	**(111,471)**	**893**
Expenditure			
Non-HfH Estates Costs	7,485	7,823	338
Housing Management Costs & NNDR	6,113	5,866	(247)
Repairs & Maintenance	0	0	0
Bad Debt Provision	1,022	1,022	0
Hostel Expenditure	579	579	0
Supported Housing	135	250	115
Community Alarm	1,298	1,411	113
Regeneration Team Recharge	810	859	49
Other Property Costs	2,438	1,956	(481)
General Fund Recharges	4,917	4,549	(368)
Capital Financing Costs	12,400	12,400	0
Depreciation Charge	18,000	18,000	0
Management Fee	40,135	40,135	0
Total Expenditure	**95,332**	**94,850**	**(482)**
(Surplus) for the year on HRA services	**(17,032)**	**(16,621)**	**411**

MTFS Savings - P1 – Children'

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG	Overall risk RAG	Firm Commitment for savings achieveable 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	P1 - Childrens							
1.1	**Service Redesign & Workforce**	300	1	2	2	Green	80	There is a plan to deliver this saving in year by providing an enhanced service offer at a reduced cost. The service has explored all savings opportunities and there is no saving possible due to the level of caseload and the need to ensure the service is not at risk. The agency/establishment analysis has confirmed there is no saving to yield from conversions. However, there will be a piece of work to look at vacancies, with a view to identifying posts that have not been filled for some time and could be deleted. Although there are no plans yet in place, it is thought that this will not be too challenging given it would equate to a reduction of 3 staff by April 2018. Work underway to identify workforce design opportunities
1.2	**Early Help & Targeted Response**	62	1	1	1	Green	62	The model / formula for the delivery of savings is yet to be finalised. Firm details will be available once agreed.
1.3	**Family Group Conferencing**	200	2	2	4	Green	200	
1.4	**Family Based Placements**	100	-	-	0		-	There will be no savings in 2017/18, as the NRS contract failed. Attempts to recommission to another provider was not successful. In-house team to take this forward. Recruitment will effectively start in Sept 2017, as there is no recruitment activity over the Summer holidays.
1.5	**Care Leavers - Semi Independent Living**	25	3	3	9	Amber/ Green	-	The work of the Design Council and YAS will develop a more effective Care Leaver offer. The offer will take into account the reduced budget envelope, therefore enabling the saving to be achieved. However, until the offer is developed and agreed, it is difficult to confirm the possibility of the saving in terms of proportion of saving and period achieved. In addition, there are volume pressures in the service, further compounding the saving challenge.
1.6	**Adoption and Special Guardianship Order payments**	150	3	3	9	Amber/Green	-	Proposals for a new policy for Special Guardians is currently being drafted for Cabinet / Member decision. The risk that a fundamental change in the payment policy may lead to legal action and deter prospective Special Guardians means that a less ambitious approach may have to be adopted, with a corresponding impact on the level of savings. A more effective review system should deliver savings but unable to estimate at this stage. This is likely to be in future years.
1.7	**Supported Housing**	600	4	2	8	Amber/Green	-	Project plan scheduled for full implementation by 2018/19
1.8	**New Models of Care**	-	1	1	1	Green		
1.9	**Schools & Learning (Manage loss of Education Services Grant)**	-	-	-	0			
	Subtotal (New MTFS)	1,437					342	
	OLD MTFS (GREEN SAVINGS)							
1	**Early Years** **- remodel Childrens Centres** **- review borough wide provision of childcare**	150	-	-	0		-	
3	**Public Health - 5-19** **- recommissioning of services with improved efficiency including school nursing and health visiting**	376	1	1	1		376	
9	**Services to Schools** **- Increasing trading activity and providing high quality services.** **- Review service offer**	148	3	5		Amber/Red	180	There has been commitment from members to keep Pendarren open for at least one more (2017/19) academic year while a steeriogn group of members makes a final decision on its future having regard to all material considerations. This decsion is expected in alte summer 2017.
	Pendarren	220	-	-	0		-	
	New Model for Social Care Delivery	900	3	3	9	Amber/ Green	148	There are a number of services where the viabilty going forward is unknown, ie Schools HR and CPD offer due to the clusre of the PDC and uncertainly over the long term future of Pendarren
7	**Special Educational Needs & Disabilities** **- Withdraw from direct management of Haslemere and provide respite in different ways** **- increased personalisation giving parents more choice and control** **- address high cost of out of borough school placements**	900	4	3		Amber/ Red	384	Savings will not be fully achieved in full in current year, due to delays in restructuring. Some savings remain challenging.
	Subtotal (Old MTFS)	2,694					1,088	
	Total	4,131					1,430	

MTFS Savings - P2 - Adults

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achieveable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	P2 - Adults				0			
2.1	Supported Housing Review	475	2	3	6	Amber/ Green	98	Work well underway to maximise use of voids for higher level need and to ensure users in the most cost effective options. £98k relates to cashable in-year savings only.
2.2	Osborne Grove	-			0			There will be no savings from Osborne Grove in this financial year. Subject to the outcome of a Cabinet decision on closure in the Autumn and subsequent decision to re-commisison there may be some savings possible.
2.3	Fees and charges review	199	5	5	25	Red	100	
2.4	Technology Improvement	750	3	3	9	Amber/ Green	160	Work is well underway, although there has been slippage. £160k relates to in-year cashable savings to ASC only - there may be additional savings to the HRA rather than the General Fund.
2.5	Market efficiencies	987	5	5	25	Red	500	Work is underway with the market to ensure we have the best model of care. Implementation will depend on market response.
2.6	New Models of Care				0			
	Subtotal (New MTFS)	2,411					858	
	OLD MTFS (GREEN SAVINGS)				0			
11	Closure of Haven and Grange	440	3	3	9	Amber/ Green	440	
12	LD Day Opportunities Redesign (LBH provision)	1,257	3	3	9	Amber/ Green	1,257	
15	Extra Care Provision	703	5	5	25	Red	703	
13	Supported Living Provision	1,083	2	4	8	Amber/ Green	500	
16	New Model for Care Management - increased integration with health and other agencies	970	1	1	1	Green	970	
14	Promoting Independence Reviews	63	3	5	15	Amber/ Red	1,203	
	TOTAL ADULTS	4,516					5,073	
	PUBLIC HEALTH							
19	Voluntary Sector - review support to Voluntary Sector - provide help to local organisations to be more self sufficient and find other funding	200	5	5	25	Red	200	Director raise questions on this saving please can you confirm?
20	Healthy Life Expectancy - Bringing separate services (stop smoking, exercise etc) together to improve value for money	47	1	1	1	Green	47	Savings Achieved
21	Substance Misuse - Public Health/Other - Maintain core clinical services with efficiency savings - focus on recovery with more reliance on peer support and mainstream services - reduce support to hospitals to manage alcohol related admissions and detoxification	386	1	1	1	Green	386	Savings Achieved
24	Public Health - restructure the Public Health team to improve efficiency	250	1	1	1	Green	250	Director raise questions on this saving please can you confirm?
	Total Public Health	883					883	
	Subtotal (Old MTFS)	5,399					6,814	
	Total	7,810					7,672	

MTFS Savings - P3 - Cleaner and Safer Communities

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achieveable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	P3 - Cleaner and Safer				0			
3.1	Charge Green Waste - income generation	375	1	3	3	Green	375	Delay in issuing new charges to residents. Cabinet to review on 30th June '17.
3.2	Charging for Bulky Household Waste	300	1	2	2	Green	300	
3.3	Charging for Replacement Wheelie Bins	100	1	1	1	Green	100	Going Live, chancellors have asked for concession for those on income support and pensioners
3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	1	1	1	Green	50	
3.5	Flats Above Shops –Provision of bags - Service reduction	120	1	1	1	Green	120	
3.6	Reduce Outreach/ Education team - Service reduction	50	1	2	2	Green	50	
3.7	Closure of Park View Road R&R - Service reduction	115	2	2	4	Green	115	NLWA have recently indicated acceptance of closure end of October 2017 (One month of savings at risk).
3.8	Veolia Operational Efficiencies	200	2	2	4	Green	200	Awaiting worked up proposals from Veolia.
3.9	Rationalisation of Parking Visitor Permits	125	1	1	1	Green	125	
3.10	Parking Enforcement - new operating model	-			0		-	Rejected by Cabinet
3.11	Relocation of Parking/CCTV processes and appeals				0		-	£75k savings at risk because of delay of scoping exercise for the project.
3.12	Move to Cashless Parking	150	3	4	12	Amber/ Red	75	capital spend, approved by Transformation board
3.13	Move to Online Parking Permit Applications & Visitor Permits	-			0		-	
3.14	Parking New IT Platform	-			0		-	
3.15	Increase in CO2 Parking Permit Charge	100	1	1	1	Green	100	proposal to g to DVLA 13 band permit
	Subtotal (New MTFS)	1,685					1,610	
	OLD MTFS (GREEN SAVINGS)				0			
25	Increasing parking debt recovery	150	1	1	1	Green	150	
28	Efficiency savings and delivery review of the Parks	200	1	1	1	Green	200	
43	Increase in Parking Charges	50	1	1	1	Green	50	
37	Restructure of the Emergency Planning Team	50	1	1	1	Green	50	
35	Reorganisation of Community Safety and Antisocial Behaviour Team (ASBAT)	150	1	1	1	Green	150	
60	Unification - Streamline and integrate housing and related functions.	55	1	1	1	Green	55	
	Increased income from licensing and enforcement action	25	3	3	9	Amber/ Green	25	Most of this savings applies to pest control and there was a lack of demand. Most Pest control commences in summer. Delays in getting required datas. DCLG not interested in ward areas but street levels.
34	Reductions in back office technical and administrative support	250	1	1	1	Green	250	
	Subtotal (Old MTFS)	930					930	
	Total	2,615					2,540	

MTFS Savings P4 Growth and Employment

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achieveable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	P4 - Growth & Employment				0			
4.1	**Tottenham Regeneration programme**	**213**	**1**	**1**	**1**	Green	**213**	Achieved: Savings already taken from the budget
4.2	**Planning service - Increase in planning income**	**40**	**2**	**1**	**2**	Green	**40**	savings achieved
4.3	**Corporate projects - Transfer of functions to HDV**	**250**	**5**	**3**	**15**		**-**	Mitigating action: because the overspend relates to the transition to the HDV costs will be rolled into the Director Regen and Growth's HDV Transformation Fund bid and funds vired across to balance the budget once secured
	Subtotal (New MTFS)	**503**					**253**	
	OLD MTFS (GREEN SAVINGS)							
48	**Planning - Wider restructure reducing to core service**	**75**	**1**	**1**	**1**	Green	**75**	savings achieved
49	**Restructure Economic Development Team to deliver new Strategy**	**250**	**1**	**1**	**1**	Green	**250**	
	Subtotal (Old MTFS)	**325**					**325**	
	Total	**828**					**578**	

MTFS Savings - P5 - Housing

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achieveable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	P5 - Housing							
	OLD MTFS (GREEN SAVINGS)							
59	Housing Related Support commissioning efficiencies	**470**	**2**	**3**	**6**	Amber/ Green	**470**	
60	Unification - Streamline and integrate housing and related functions.	**95**	**2**	**3**	**6**	Amber/ Green	**95**	
61	Achieve year on year efficiencies	**200**	**2**	**3**	**6**	Amber/ Green	**200**	
	Total	**765**					**765**	

MTFS Savings

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achieveable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	PX - Enabling							
6.1	**Legal Services - Reduction in staffing and other related expenditure**	-	-	-	0		-	
6.2	**Audit and Risk Management - reduction in cost on the external audit contract**	11	1	1	1	Green	11	
6.3	**Democratic Services - reduction in staffing**	40	1	2	2	Green	40	
6.4	**Shared Service Centre Business Support - reduction in staffing**	300	1	1	1	Green	300	
6.5	**Shared Service Centre - new delivery model for shared services**		2	2	4	Green	-	Not relevant for 2017/8
6.6	**Reduce Opening Hours in our six branch libraries to 36 hours per week**	-	-	-	0		-	this has been rejected at cabinet
6.7	**Shared Service Offer for Customer Services**	-	3	3	9	Amber/ Green	-	Feasibility study for 2018/9 savings, there is a lot work about to start but its significant.
6.10	**Translation and Interpreting Service - new contract**	41	1	1	1	Green	41	-
6.11	**Closure of internal Print Room**	-	-	-	0		-	
6.12	**Communications - reduction in staffing**	53	1	1	1	Green	53	
6.13	**Income generation – Advertising and Sponsorship**	15	1	1	1	Green	15	
6.15	**Insurance**	152	1	1	1	Green	152	
	Subtotal (New MTFS)	612					612	
	OLD MTFS (GREEN SAVINGS)							
73c	**SSC Restructure (Mark Rudd)**	-						
73d	**Accounts Payable Restructure (Mark Rudd)**	116	-	-			-	
	Subtotal (Old MTFS)	116					-	
	Total	728					612	

MTFS Savings

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achieveable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	Corporate Savings							
6.8	**Senior Management Savings**	**400**	**3**	**3**	**9**	Amber/ Green	**138**	Partial savings, plans are in place to achieve the remainder of the savings in-year
6.9	**Alexandra House - Decant**		**4**	**2**	**8**	Amber/ Green	**-**	
6.14	**Professional Development Centre**	**136**	**-**	**-**	0		**-**	
6.16	**Voluntary Severance Savings**	**1,500**	**2**	**5**	**10**	Amber/ Green	**50**	Redundancy savings scheme was submitted to Cabinet as a corporate initiative to deliver savings. However, it appears that Services have also counted the same savings in their savings submission to Council resulting in double counting. As at 31 May 2017, only £50k of the total has been confirmed as deliverable. Corporate Finance continues to do the work required to analyse available information to identify further savings that may be recoverable under this savings initiative.
	Subtotal (New MTFS)	**2,036**					**188**	
	OLD MTFS (GREEN SAVINGS)							
74	**BIP Commercial/ Organisation Wide: Barry Phelps**	**950**	**-**	**-**	0		**-**	Procurement savings was initiated by the Procurement team, but savings to be recovered from service budgets. The process for determining recoverable savings from service budgets is ongoing. There has also been a delay to the implementation of the recruitment advertising savings
	Bad Debt Provision	**700**	**3**	**4**	**12**	Amber/ Red	**-**	Actions in place.The full £700k cannot be achieved in 17/18 and some will either need to be re-profiled to 18/19+ or identified as unachievable. Greater clarity on this should be available mid Sept. Brexit & on-going austerity could lead to increased customers falling into arrears. Services are failing to comply with new processes
	Subtotal (Old MTFS)	**1,650**					**-**	
	Total	**3,686**					**188**	
	Grand Total	**20,563**					**13,597**	

Virements for Cabinet Noting and Approval

Virements for Cabinet Approval

Virements							
Period	Priority	Service/AD Area	Rev/ Cap	One-off Virement (£'000)	Permanent Virement (£'000)	Reason for budget changes	Description
5	3	Commercial and Operations	Revenue	433,050	433,050	Budget Re-alignment of Asset Management	Re-alignment of Asset Management budgets between Commercial and Operations (Asset Management) & Corporate Property (Management & OAS) in line with Accomodation Strategy
5	1	Children's	Revenue	496,300		2017/18 Youth Justice Board - Youth Justice Grant	2017/18 Youth Justice Board - Youth Justice Grant
5	1	Commissioning	Revenue	173,000		Transfer of Direct Payment team to brokerage and Quality Assurance Service	Transfer of Direct Payment team to brokerage and Quality Assurance Service
				1,102,350	**433,050**		

Virements for Noting

Virements							
Period	Priority	Service/AD Area	Rev/ Cap	One-off Virement (£'000)	Permanent Virement (£'000)	Reason for budget changes	Description
4	1	Children's	Revenue	4,076,520	192,354	Re-Link of Passenger Transport to Children's Service	Transfer (Re-link) of Passenger Transport Budget from Commercial & Operations to Early Help & Prevention
4	1	Commissioning	Revenue	910,000	910,000	Re-Profiling of Commissioning Team	Re-Profiling for the new establishment of the Commissioning team
4	1	Children's	Revenue	918,000		2017/18 Troubled Families Grant	2017/18 Troubled Families Grant allocation of budget
4	1	School's	Revenue	661,200		2017/18 Looked After children Pupil Premium Grant(LACPPG)	2017/18 Looked After children Pupil Premium Grant(LACPPG) allocation of budget
5	4	Haringey General Fund	Revenue	531,950	444,850	Re-align Budget to restructure	Re-align Budget to Housing restructure
				7,097,670	**1,547,204**		

Transfers from Reserves

Reserves							
Period	Priority	Service/AD Area	Rev/ Cap	One-off Virement (£'000)	Permanent Virement (£'000)	Reason for budget changes	Description
4	4	Tottenham	Revenue	65,000		Transfer From reserve - Transformation reserve	Transfer From Reserve for Walthams Wetland, in Tottenham
4	4	Tottenham	Revenue	64,800		Transfer From reserve - Transformation reserve	Transfer From Reserve for BRUCE GROVE STATION
4	4	Tottenham	Revenue	100,000		Transfer From reserve - Services Reserve	Transfer From Reserve for High Road West ADVISORS
4	1	Children's	Revenue	794,000		Transfer From reserve - Transformation reserve	2017/18 Transformation Funding Children's service
4	2	Adult's	Revenue	1,200,000		Transfer From reserve - Transformation reserve	Transformation reserve transfer - Priority 2 Transformation Programme
4	1	Children's	Revenue	294,000		Transfer From reserve - Transformation reserve	Transformation Funding correction - back to reserves
3	1	Children's	Revenue	161,100		Transfer From reserve - Transformation reserve	Transfer From Reserve for Tottenham
				2,678,900	-		

Total virement for Cabinet Noting or Approval	10,878,920	1,980,254

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Agenda Item 13

Report for: **Overview and Scrutiny Committee**: 16th October 2017

Item number: 13

Title: Corporate Plan 2015-18 Priority performance update on Building a Stronger Haringey Together- June 2017



Report authorised by: Charlotte Pomery, Assistant Director, Commissioning

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

Ward(s) affected: All

Report for Key/ Non Key Decision: Non key

1. Background

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 seventh 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, reflecting the latest data available as at June 2017. 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 an 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. 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 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 2017/18 year.
- Note the progress on Priority X reported on for the first time in this report.

3. Continued efforts to promote evidence based performance management and Transparency on outcomes.

3.1. Public organisations need reliable, accurate and timely information with which to manage services, keep residents well informed and account for performance. Good quality data is an essential ingredient for reliable activity 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.

3.2. Work on developing a data, insight and intelligence strategy for Haringey is being progressed covering various strands to address data quality, culture and digital maturity. This work will develop a strategic approach to data, insight and intelligence as enablers to effective delivery of the Council's priorities and objectives. The vision is to place performance and business intelligence at the heart of commissioning services for Haringey residents, enabling informed decision making and better outcomes for customers.

3.3. As part of improving the current operating model, work to revise the performance management framework in line with the new Borough Plan is starting. This work will ensure outcome focused performance measures based on demand and evidence of need in Haringey. A large array of data sources will be considered including customer, financial, service, demographic and trend data so that the most suitable objectives, priorities and measures in the new borough plan are based on forward looking intelligence and insight.

3.4. In an aim to further promote the dashboards, we continue to update and publish the dashboards on a quarterly basis so that they accessible by Members and residents alike thus meeting the transparency requirements. In addition, we are creating a performance and intelligence page on the intranet with an aim to include access to key datasets and frequently asked questions. The performance and business intelligence team work closely with the partnership, communications and finance business partners so that activity, performance and demographic data regularly feeds various publications such as annual

reports, equalities impact assessments and business plans as well as commissioning activity and needs assessments.

3.5. Alongside the externally focused outcomes monitoring the performance team support performance management of business specific indicators and operational management information which in turn informs decision making in the business. On a monthly basis the team produce a management grip scorecard which reports on such data alongside budget, workforce and customer data by business area. This enables the organisation to focus on resources and risk across the wide spectrum of services the Council deliver and to track productivity, cost and quality.

4. Performance Overview (as at June 2017)

4.1. 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.

4.2. 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.

4.3. 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.

4.4. 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

4.5. As part of the governance and tracking of progress against outcomes there has been a review of the indicators for Priority 2. Some new measures have been agreed at the P2 Strategic Board and a revised P2 dashboard has been published on the website. Minor revisions to other Priority Dashboards have

also been made with the addition of indicators to reflect new areas of focus in some areas.

4.6. Overall this seventh update of the dashboards shows progress against the objectives set out in the Corporate Plan 2015-2018 as we enter the last period of this Corporate Plan. As usual the evidence illustrates a mixed picture across Priorities and Objectives with some areas where we have assessed that there remains more that needs to be done to achieve our ambitions. Detailed performance information and exception action plans outlining what is being done to address areas where we are not on course to meet the agreed target are discussed with Scrutiny Panel Chairs and Cabinet Lead Members on a regular basis as well as being discussed at the quarterly Strategic Priority Board meetings.

4.7. The following areas are showing good progress and performance as illustrated by the indicators below:

- Priority 1 (Objective 2) – **Ofsted ratings of schools** – All secondary schools including those in Tottenham are currently rated Good or Outstanding. Good progress has also been made with primary schools with 98% rated good or outstanding including 12 outstanding schools and only 1 requiring improvement. Although the 100% target has not been achieved Haringey's performance on both primary and secondary schools exceeds both the London and national averages.

- Priority 1 (Objective 4) – **Teenage Conceptions** have seen a reduction of 16% between 2012-2014 and 2013-15. The latest rate is 21.5 per 1000 females aged 15-17 down from a high of 75.6 in the period 2000-2002. The decrease in teenage pregnancy in the UK and in Haringey is really good news, as we know that teenage pregnancy results in poorer outcomes for both mother and baby. Sexual and reproductive health is a key element of our health and wellbeing strategy. The annual public health report includes a sexual health theme and is ensuring that our policies and services actively promote knowledge, prevention messages and early help.

- Priority 2 (Objective 3) – **Falls aged 65 and over admissions (rate per 100,000 population)** have reduced to a rate of 1,637 as at March 2017. This is a 12% reduction on the rate in 2015/16. There has also been a 10% reduction in actual hospital admissions for falls related injuries with 47 fewer non-elective admissions in 2016/17 compared with the previous year. This is a Better Care Fund (BCF) indicator and Haringey's performance is better than the last published data for our comparator boroughs and England although we are awaiting BCF planning guidance for 2017-19 which will set the new expected standards in this area.

- Priority 2 (Objective 1)- **Excess weight in adults** has remained largely stable over recent years. The latest rate of 54.2% including 714 self-reporting as overweight or obese is lower than the rate seen across London and nationally where 65% of adults reported excess weight. These results come from an Active People Survey and cover the period 2013-2015 with latest results for Haringey showing a slight improvement from the previous 3-year average.

- Priority 3 (Objective 3) – **Travel by walking.** New data for 2015/16 shows the proportion of trips originating in Haringey by walking mode remains at 36%, within London's top quartile (joint 8th highest out of all London boroughs). The council continues to promoting walking through much of the £11.2m investment in transport related schemes during 2016/17.

- Priority 3 (Objective 5) – **Number of people killed and seriously injured (KSI) in road accidents in Haringey**. The annual 2016 update is not yet released but provisional monthly figures for the first 10 months of 2016 show a total of 55 killed or seriously injured, within the quarterly projection continuing to meet the annual target of 66 in 2017. If this trend is maintained and the target achieved this will be a 21% reduction in fatal and serious road traffic accidents in Haringey from the previous year (84 KSIs).

- Priority 4 (Objective 1) – **Investment in Infrastructure and Environment**. This indicator captures external investment secured to undertake public realm improvement works such as public realm schemes at White Hart Lane, in Northumberland Park, along the High Road including heritage building improvements, and for decentralised energy in North Tottenham.
  In the last period some funding had not yet been fully secured but confirmed investment figures should mean that targets are exceeded meaning that the status of this indicator moves to green.

- Priority 4 (Objective 2) – **Businesses with superfast broadband.** There were 295 businesses with superfast broadband in 2015/16, comfortably more than the annual target of 200. Our 2017/18 target is 705 which will put us on track to meet our three-year target of 1,000. The 2015/16 target was over achieved thanks to good take-up of the GLA superfast broadband voucher scheme in Haringey. That scheme has now closed so alternative models are now being developed to ensure the full 1,000 business target is met by the end of the Corporate Plan period.

- Priority 5 (Objective 3) – **Homes for Haringey homes that meet decent homes standards.** The target for 2016/17 has been met with 79% of homes meeting the decent homes standards. The proposed programme up to 2017/18 will enable an increase of decent stock to 81%. A projection to achieve further improvements will be produced once a new five-year programme is in place, which will run from April 2017.

- Priority 5 (Objective 3) **Private sector households living in safer licensed conditions.** As at the end of March 2017 there were 348 licences issued and 1,476 households living in safe conditions. This exceeds the target for licenses, but falls slightly short of the target for households in safe conditions (target 1,500). This is because within the Tottenham Additional Licensing Area (TALA) the properties are quite small and therefore contain fewer units. This means a reduction in the number of households affected by our interventions as the households per property was over estimated for the area. It is likely that there is anywhere up to 12,000 HMO type properties within the borough. These properties are likely to be smaller HMO property or conversions which are not

covered by Mandatory HMO Licensing, which is the only scheme which is currently borough wide.

- Priority 5 (Objective 2) **Homelessness preventions as a percentage of approaches**. Both the total number of approaches and the number of preventions have fluctuated significantly since 2014-15; from 377 to 976 and from 89 to 298 respectively. But overall, the average of preventions as a percentage of approached has steadily increased over the period, from 28% to 37%. This is therefore on track to meet and is on track to meet the target by the end of 2017/18

- Households who approach but are not prevented from becoming homeless are accepted as being in need of housing by the Council. Acceptances in Haringey decreased from a peak of 762 in 2013/14 to 683 in 2016/17, in contrast to the London-wide picture where acceptances increased from 17,030 in 2013/14 to 19,173 in 2015/16.

4.8. Based on exceptions the following objectives may be worthy of further consideration as these present some current challenges:

- Priority 1 (Objective 5) **Referrals to social care**. There has been an increase in referrals to social care since October 2015. In 2016/17 there were 4,800, a rate of 680.6 per 10,000 population and higher than the last published national and London rates. The current annualised projection rate based on the first quarter referrals to social care is 702 compared to 532 nationally and 527 amongst our statistical neighbours.

- Currently over 50% of these referrals end as no further action for social care compared with a London rate of 9%. However recent analysis on referrals in the last 3 months shows a decreasing trend in those resulting in no further action (21%). The target to reduce referrals to be amongst the top 5 London boroughs with the lowest referral rate by 2018 is not currently on track to be achieved.

- Priority 2 (Objective 1) – **A borough where the healthier choice is the easier choice; Residents diagnosed with hypertension and Cardiovascular Disease (CVD) Mortality**. The CVD indicator is a new measure replacing the premature stroke mortality indicator which is improving. The current rate is 90.6 deaths per 100,000 people per year 2013-15, compared to 77.4 for London. CVD is responsible for 24% of early deaths in Haringey. There has also been an increase in the number of patients diagnosed with hypertension and in the number undiagnosed, rising to 32,300 of the GP population in 2015/16. 41% of the population is diagnosed and controlled with an aim to increase this to 45% by 2018/19.

- Priority 3 (Objective 2) - **Robbery**. There were 1,436 robbery offences in Haringey in the year to Mar-17, a 20% increase (+242) compared to a 12% increase in London for the same period. Following a dip in Jan-17 offences have returned to the overall upward trend seen since Nov-16. The spike in Robbery in Haringey is linked primarily to gangs and knife enabled robberies in these groups. Operation Sceptre (tackling offenders habitually carrying

knives/weapons) and Operation Equinox (anti-violent crime initiative focussed in Noel Park, Northumberland Park and Tottenham Green) are part of the partnership response. Also Operation Perseus (anti-robbery initiative in Tottenham) is ongoing to address this. Engagement tactics particularly involving schools such as the Gangs Summit is also ongoing.

- Priority 4 (Objective 4) – **Houses supported with energy advice and measures**.
  In 2015/16, 1,248 houses were supported with retrofit works, just 52 short of the annual target of 1,300. As at the end of March 2017, there have been 2,024 supported houses for 2016/17 but none in quarter 4. Performance is below target (2,275) due to end of the "Smart Homes" project, targets were set with the expectation that additional funding could be secured to deliver a similar project, but no funding has been secured to date.

- Priority 5 (Objective 2) - **Households in Temporary Accommodation versus cost of temporary accommodation**. The number of households Haringey has placed in temporary accommodation as at March 2017 (3,147) has reduced slightly over the last year (3,164 in March 2016) after three years of increases. This is in contrast to the London-wide picture, where the average has increased consistently from 1,341 to 1,641 since 2014. However, expenditure on TA in 2016/17 increased to £7.3m, reflecting the increased cost of securing temporary accommodation in the borough. DCLG has awarded Haringey significant additional Flexible Homelessness Support Grant to tackle TA and an action plan is being developed to ensure best use is made of these additional funds to secure long term cost effective solutions.

4.9. **Priority X – overview**

4.9.1. Priority X is quite different to the other five Priorities in the Corporate Plan in that it is somewhat ‘inward’ facing, and has focussed more on the efficiency of enabling service areas and back office functions. As such it does not have a set of outcomes or performance wheel indicators aligned to the delivery as is the case with Priorities 1 to 5.

4.9.2. The Priority X Board provides oversight across a collection of activities, projects and programmes aimed at improving the efficiency of enabling and back office services, thus better supporting and enabling Priorities to deliver outcomes in the Corporate Plan. The Board is chaired by the Director of Transformation and Resources (interim), and provides a rigorous approach to monitoring the delivery of benefits sought in a manner similar to that used across the other Priorities.

- Key project achievements that have been delivered within Priority X include:

  - The implementation of a new Strategic Procurement function and operating model, along with a new contract management and purchasing system

  - The introduction of a number of Dynamic Purchasing Systems for social care that will enable greater value for money to be achieved.

- A new contract for the recruitment of permanent and temporary staff with Hays Recruitment to better support Workforce Plan targets.

- The refurbishment of Marcus Garvey and Wood Green Customer Service Centres (CSC) and Libraries to further improve customer access.

- The introduction of new technology to increase efficiency in CSC including self-service scanners and hand held devices for CS Officers.

- An increase to 60,000 residents now signed up to 'My Account', enabling more customers to access services digitally and interact with the Council.

- The continued expansion of the Shared Service Centre including a new business support function and improved partnership working with the GLA to recover increased historical Council Tax and NNDR debt

4.10. **Priority X – looking forward**

4.11. The main focus of Priority X over the coming period will be to ensure delivery of £9m savings in line with the current 5 year MTFS, alongside co-ordinating and strengthening strategic workforce plans, financial profiles, and transformation roadmaps to support the emerging new Borough Plan.

4.12. Priority X will consider a number of different components of the transformation agenda, addressing key elements of people, process and technology in doing so.

4.13. In terms of our people, the next iteration of the Workforce plan is being developed and aligned to themes emerging from defining the new Borough Plan.

4.14. The emerging Future Back office and Customer Services programme will start examining end-to-end processes and systems that need to change as a first step in the next phase of our transformation journey. Engagement will be widened beyond just managers and staff in the back office and customer service functions to include those across the Council to minimise any risks in displacing activity elsewhere.

4.15. Priority X will be leading on mapping the Council's business requirements for the Shared Digital Service (SDS), in order to incorporate these into the bigger plan and work programme for the SDS across each of the three boroughs and help prioritise and rationalise our big technology requirements.

4.16. The future ways of working programme continues to make good progress with further consolidation and rationalisation of existing accommodation to reduce office costs. A proposal is planned for submission to Cabinet in December 17 regarding site options for the proposed new office.

5. Contribution to strategic outcomes

5.1. 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.

6. Use of Appendices

Priority dashboards and performance packs
http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together

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Report for: Overview & Scrutiny Committee 16 October 2017

Item number: **14**

Title: Updated Treasury Management Strategy Statement 2017/18 – 2019/20

Report authorised by: Clive Heaphy, Chief Finance Officer (S151 Officer)

Lead Officer: Thomas Skeen, Head of Pensions
thomas.skeen@haringey.gov.uk 02 08489 1341

Ward(s) affected: N/A

Report for Key/ Non Key Decision: Non Key decision

1. Describe the issue under consideration

1.1 To present the updated Treasury Management Strategy Statement for 2017/18 – 2019/20 to this Committee for scrutiny before it is presented to Corporate Committee and then Full Council for final approval.

2. Cabinet Member Introduction

2.1 Not applicable.

3. Recommendations

3.1 That the proposed updated Treasury Management Strategy Statement for 2017/18 to 2019/20 is scrutinised and comments made prior to its presentation to Corporate Committee and Council for approval.

4. Reasons for decision

4.1 The CIPFA Treasury Management Code of Practice requires all local authorities to agree a Treasury Management Strategy Statement including an Investment Strategy annually in advance of the financial year. The strategy should incorporate the setting of the Council's prudential indicators for the three forthcoming financial years.

4.2 Haringey's Treasury Management Strategy Statement 2017/18 – 2019/20 was originally approved by Full Council on 27 February 2017. The Council is entering into a partnership with the GLA for the provision of certain treasury management activities, and therefore the need has arisen for the Treasury Management Strategy Statement to be updated in light of this. The updated document will be presented to Overview and Scrutiny

Committee, Corporate Committee, and Full Council for approval before any of the proposed changes are implemented.

5. Alternative Options Considered

5.1 The Council must present an updated Treasury Management Strategy Statement to be approved by Full Council (via Overview and Scrutiny and Corporate Committee), in order to implement the GLA partnership arrangements.

6. Background information

6.1. The CIPFA Treasury Management Code of Practice requires that the Treasury Management Strategy Statement is formulated by the Committee responsible for the monitoring of treasury management, is then subject to scrutiny before being approved by full Council. Corporate Committee is responsible for formulating the Treasury Management Strategy Statement for recommendation to full Council through Overview and Scrutiny Committee and in consultation with the Cabinet Member for Resources & Culture.

6.2. Following scrutiny the report will be considered by Corporate Committee and submitted to Full Council for approval. Any comments by Overview and Scrutiny will be reported to Corporate Committee.

6.3. On 14 March 2016 The Corporate Committee was presented a report focussing on the proposal to enter into a partnership with the GLA for the provision of treasury services. This partnership with the GLA offers access to a highly resourced specialist team who currently deal with a portfolio which is significantly bigger than the Council's, the partnership therefore offers the Council greater resilience and capability than the Council is able to maintain through in house treasury resources. The partnership will also deliver additional value for the Council in terms of interest earned on investments, as well as lower debt servicing costs due to the larger scale of the GLA treasury operations.

6.4. The summary set out in Appendix 1 is to bring to members' attention the key elements of the proposed strategy being considered.

7. Contributions to Strategic Outcomes

7.1 The treasury strategy will influence the achievement of the Council's financial budget.

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

Finance and Procurement

8.1 The approval of a Treasury Management Strategy Statement and prudential indicators are requirements of the CIPFA Treasury Management Code of Practice and CIPFA Prudential Code. The proposed strategy of minimising borrowing and continuing to make use of internal balances not only minimises costs, but also reduces the credit risk associated with investments, as the amount being invested is low.

8.2 New borrowing is projected during 2017/18 due to planned maturities and capital expenditure and it is proposed that the cost of refinancing be minimised by borrowing short term from local authorities to maintain liquidity and taking opportunities to fix borrowing rates should favourable opportunities arise.

Legal

8.3 The Council must make arrangements for the proper administration of its financial affairs and its power of borrowing is set out in legislations. The level of HRA Capital Financing Requirement must remain within the debt cap set by the Department of Communities and Local Government.

8.4 The Council is required to determine and keep under review its borrowing and in complying with this requirement it must have regard to the code of practice entitled the "Prudential Code for Capital Finance in Local Authorities" as published by CIPFA from time to time. In addition, the Council adopted the CIPFA Treasury Management Code of Practice in May 2002. The Code of Practice is at present under review.

8.5 As mentioned in this report the Code of Practice requires the Council to agree a Treasury Management Strategy Statement (TMSS) (including an Investment Strategy). In considering the report Members must take into account the expert financial advice available within it and any further oral advice given at the meeting of the Committee.

Equalities

8.6 There are no equalities issues arising from this report.

9. Use of Appendices

9.1 Appendix 1 – Summary of Treasury Management Strategy Statement
9.2 Appendix 2 – Treasury Management Strategy Statement 2017/18 – 2019/20.

10. Local Government (Access to Information) Act 1985

10.1 Not applicable.

Appendix 1

Summary of Treasury Management Strategy Statement

The CIPFA Treasury Management Code of Practice requires all local authorities to agree a Treasury Management Strategy Statement and Prudential Indicators annually in advance of the financial year. The key areas of the strategy are how much borrowing the Council needs to do, where should temporary surplus cash be invested and the Prudential Indicators.

Borrowing

The Council borrows to fund capital expenditure. As part of the financial planning process, it is determined how much capital expenditure should be funded through borrowing. The Council has an existing borrowing portfolio and the amount it is proposed to borrow is calculated by reference to capital expenditure to be funded through borrowing and the loans maturing in the year. The expected amount of borrowing is set out in tables 1a & 1b for General Fund and HRA respectively. The strategy also sets out the sources of borrowing the Council could use.

Investments

The Council invests temporary cash surpluses on a daily basis. When considering where to invest, the Council considers security first – will the money be returned, then liquidity – how quickly will it be returned and then finally yield – what rate of interest will be earned.

The Council is required to agree a framework within which officers can make investments. This consists of a lending list of institutions with monetary and time limits (set out in Appendix 4, 5 and 6 of the strategy) and officers cannot lend the Council's monies to any institution not on this list. The second part of the framework is the setting of a minimum credit rating - this means that if any institution on the lending list falls below the minimum, then investments would cease and if possible monies would be withdrawn immediately.

Prudential Indicators

The Council is required to approve prudential indicators on an annual basis. There are two types – capital indicators and treasury management limits. They are shown throughout the report and summarised in Appendix 2. The capital indicators are designed to indicate to members the impact of borrowing to fund capital and are set as best estimates. The treasury management limits are different – they are limits which cannot be breached and are designed to put in a level of control over treasury management activities. Corporate Committee receive quarterly monitoring reports on the indicators and limits and Council receive a mid year and year end report on them.

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Appendix 2

London Borough of Haringey

Updated Treasury Management Strategy Statement

2017-18 to 2019-20

1 Introduction

1.1 In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.

1.2 In addition, the Department for Communities and Local Government (CLG) issued revised *Guidance on Local Council Investments* in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.

1.3 This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance.

1.4 The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

1.5 In accordance with the CLG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a change in how treasury management services are delivered, a large unexpected change in interest rates, or in the Council's capital programme or in the level of its investment balance.

1.6 The Council is entering into a partnership with the GLA for treasury management services and this has necessitated the requirement for this strategy to be updated within the 2017/18 financial year before the new partnership arrangements are implemented.

2 External Context

2.1 **Economic background:** Commodity prices fluctuated over the first half of 2016/17, with oil falling below $45 a barrel before inching back up to $58 a barrel.

Haringey LONDON

UK Consumer Price Inflation (CPI) index rose with the data print for August showing CPI at 2.9%, its highest since June 2013 as the fall in the value of sterling following the June 2016 referendum result continued to feed through into higher import prices. The new inflation measure CPIH, which includes owner occupiers' housing costs, was at 2.7%.

2.2 The unemployment rate fell to 4.3%, its lowest since May 1975, but the squeeze on consumers intensified as average earnings grew at 2.5%, below the rate of inflation. Economic activity expanded at a much slower pace as evidenced by Q1 and Q2 GDP growth of 0.2% and 0.3% respectively. With the dominant services sector accounting for 79% of GDP, the strength of consumer spending remains vital to growth, but with household savings falling and real wage growth negative, there are concerns that these will be a constraint on economic activity in the second half of calendar 2017.

2.3 The Bank of England made no change to monetary policy at its meetings in the first half of the financial year. The vote to keep Bank Rate at 0.25% narrowed to 5-3 in June highlighting that some MPC members were more concerned about rising inflation than the risks to growth. Although at September's meeting the Committee voted 7-2 in favour of keeping Bank Rate unchanged, the MPC changed their rhetoric, implying a rise in Bank Rate in "the coming months". The Council's treasury advisor Arlingclose is not convinced the UK's economic outlook justifies such a move at this stage, but the Bank's interpretation of the data seems to have shifted.

2.4 In contrast, near-term global growth prospects improved. The US Federal Reserve increased its target range of official interest rates in June for the second time in 2017 by 25bps (basis points) to between 1% and 1.25% and, despite US inflation hitting a soft patch with core CPI at 1.7%, a further similar increase is expected in its December 2017 meeting. The Fed also announced confirmed that it would be starting a reversal of its vast Quantitative Easing programme and reduce the $4.2 trillion of bonds it acquired by initially cutting the amount it reinvests by $10bn a month.

2.5 Geopolitical tensions escalated in August as the US and North Korea exchanged escalating verbal threats over reports about enhancements in North Korea's missile programme. The provocation from both sides helped wipe off nearly $1 trillion from global equity markets but benefited safe-haven assets such as gold, the US dollar and the Japanese yen. Tensions remained high, with North Korea's threat to fire missiles towards the US naval base in Guam, its recent missile tests over Japan and a further testing of its latent nuclear capabilities.

2.6 Prime Minister Theresa May called an unscheduled General Election in June, to resolve uncertainty but the surprise result has led to a minority Conservative government in coalition with the Democratic Unionist Party. This clearly results in an enhanced level of political uncertainty. Although the potential for a so-called hard Brexit is diminished, lack of clarity over future trading partnerships, in particular future customs agreements with the rest of the EU block, is denting business sentiment and investment. The reaction from the markets on the UK election's outcome was fairly muted, business confidence now hinges on the progress (or not) on Brexit negotiations, the ultimate 'divorce bill' for the exit and whether new trade treaties and customs arrangements are successfully concluded to the UK's benefit.

2.7 In the face of a struggling economy and Brexit-related uncertainty, Arlingclose expects the Bank of England to take only a very measured approach to any monetary policy tightening, any increase will be gradual and limited as the interest rate backdrop will have to provide substantial support to the UK economy through the Brexit transition.

2.8 **Financial markets:** Gilt yields displayed significant volatility over the six-month period with the appearing change in sentiment in the Bank of England's outlook for interest rates, the push-pull from expectations of tapering of Quantitative Easing (QE) in the US and Europe and from geopolitical tensions, which also had an impact. The yield on the 5-year gilts fell to 0.35% in mid-June, but then rose to 0.80% by the end of September. The 10-year gilts similarly rose from their lows of 0.93% to 1.38% at the end of the quarter, and those on 20-year gilts from 1.62% to 1.94%.

2.9 The FTSE 100 nevertheless powered away reaching a record high of 7548 in May but dropped back to 7377 at the end of September. Money markets rates have remained low: 1-month, 3-month and 12-month LIBID rates have averaged 0.25%, 0.30% and 0.65% over the period from January to 21st September.

2.10 **Credit background:** UK bank credit default swaps continued their downward trend, reaching three-year lows by the end of June. Bank share prices have not moved in any particular pattern.

2.11 There were a few credit rating changes during the quarter. The significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities. Moody's downgraded Standard Chartered Bank's long-term rating to A1 from Aa3 on the expectation that the bank's profitability will be lower following management's efforts to de-risk their balance sheet. The agency also affirmed Royal Bank of Scotland's and NatWest's long-term ratings

at Baa1, placed Lloyds Bank's A1 rating on review for upgrade, revised the outlook of Santander UK plc, and Nationwide and Coventry building societies from negative to stable but downgraded the long-term rating of Leeds BS from A2 to A3. The agency downgraded long-term ratings of the major Canadian banks on the expectation of a more challenging operating environment and the ratings of the large Australian banks on its view of the rising risks from their exposure to the Australian housing market and the elevated proportion of lending to residential property investors.

2.12 S&P also revised Nordea Bank's outlook to stable from negative, whilst affirming their long-term rating at AA-. The agency also upgraded the long-term rating of ING Bank from A to A+.

2.13 Ring-fencing, which requires the larger UK banks to separate their core retail banking activity from the rest of their business, is expected to be implemented within the next year. In May, following Arlingclose's advice, the Authority reduced the maximum duration of unsecured investments with Bank of Scotland, HSBC Bank and Lloyds Bank from 13 months to 6 months as until banks' new structures are finally determined and published, the different credit risks of the 'retail' and 'investment' banks cannot be known for certain.

3 Local Context

3.1 On 31st March 2017, the Council held £347.0m of borrowing and £18.6m of investments. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

3.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. The estimates for each pool, based on the current proposed Revenue Budget and Capital Programmes, are:

Table 1a: Treasury Position – General Fund

	31/03/2016 Actual £'000	31/03/2017 Approved £'000	31/03/2017 Outturn £'000	31/03/2018 Estimate £'000	31/03/2019 Estimate £'000	31/03/2020 Estimate £'000
General Fund CFR	276,919	297,121	305,346	374,671	401,059	439,332
Less: Share of existing external debt and other long term liabilities	147,684	139,960	210,061	125,322	117,622	109,827
Internal Borrowing	129,235	131,318	95,285	100,785	100,785	100,785
Cumulative Net Borrowing Requirement	0	25,843	0	148,564	182,653	228,720

Table 1b: Treasury Position – HRA

	31/03/2016 Actual £'000	31/03/2017 Approved £'000	31/03/2017 Outturn £'000	31/03/2018 Estimate £'000	31/03/2019 Estimate £'000	31/03/2020 Estimate £'000
HRA CFR	271,096	292,666	271,096	278,721	278,721	278,721
Less: Share of Existing External Debt & Other Long Term Liabilities	197,981	191,454	182,483	174,346	167,298	160,346
Internal Borrowing	73,115	69,780	88,613	88,613	88,613	88,613
Cumulative Net Borrowing Requirement	0	31,432	0	15,762	22,811	29,763

3.3 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2017/18 and the remainder of the forecast period.

3.4 The tables above show how the Council's capital requirement is funded currently and how it is expected to be funded in the coming years. Due to the differential between short and long term interest rates (discussed in more detail in section 4), the Council has maximised the amount of internal borrowing that can be done. As short term interest rates are forecast to remain relatively low (probably below 2%) for the next few years. It is anticipated that a significant level of internal / short term borrowing will continue, with the only reduction expected reflecting the planned movement in reserves.

3.5 Ensuring that gross external debt does not exceed the CFR over the medium term is a key indicator of prudence. There has been no difficulty meeting this requirement in 2016-17 nor are there any difficulties envisaged for future years, as the levels of internal borrowing in tables 1a and 1b above demonstrate.

3.6 It is a requirement for the HRA CFR to remain within the limit of indebtedness or "debt cap" set by the DCLG at the time of the implementation of self-financing. The table below shows the current expected level of the HRA CFR and the debt cap. Any decision by the Council to undertake new borrowing for housing will cause the future years' debt predictions for the HRA debt pool to increase.

Table 2: HRA Debt Cap

	31/03/2016 Actual £'000	31/03/2017 Approved £'000	31/03/2017 Outturn £'000	31/03/2018 Estimate £'000	31/03/2019 Estimate £'000	31/03/2020 Estimate £'000
HRA CFR	271,096	292,666	271,096	278,721	278,721	278,721
HRA Debt cap	327,538	327,538	327,538	327,538	327,538	327,538
Headroom	56,442	34,872	56,442	48,817	48,817	48,817

3.7 Table 3 below shows proposed capital expenditure over the coming three financial years. It is a requirement of the Prudential Code to ensure that capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and housing rent.

Table 3: Capital Expenditure

	2015/16 Actual £'000	2016/17 Approved £'000	2016/17 Out-turn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
General Fund	44,571	115,687	55,321	133,941	65,950	83,013
HRA	96,436	83,775	58,210	68,901	0	0
Total	141,007	199,462	113,531	202,842	65,950	83,013

3.8 Capital expenditure is expected to be financed or funded as follows.

Table 4: Capital Financing

	2015/16 Actual £'000	2016/17 Approved £'000	2016/17 Out-turn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Capital receipts	9,275	25,798	2,385	1,045	5,000	5,000
Other grants & contributions	119,915	38,663	12,946	42,869	13,707	16,727
Government Grants	0	16,612	8,562	16,097	13,810	15,616
Reserves / Revenue contributions	7,452	61,700	56,768	59,186	0	0
Total Financing	136,642	142,773	80,662	119,197	32,517	37,343
Borrowing	4,365	56,689	32,868	83,645	33,433	45,670
Total	141,007	199,462	113,531	202,842	65,950	83,013

3.9. As an indicator of affordability the table below shows the incremental impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme and the number of rented properties (HRA). The General Fund and HRA ratios are below projections this year as no external borrowing has been required. For 2017-18 the ratio is impacted by expectations of significant additional borrowing for the General Fund.

Table 5: Incremental Impact of Capital Investment Decisions

	2015/16 Actual	2016/17 Approved	2016/17 Out-turn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Increase in Band D Council Tax	10.03	32.04	10.84	35.52	23.48	34.99
Increase in Average Weekly Housing Rents	0.42	1.10	0.09	0.69	0.00	0.00

3.10. The ratio of financing costs to the Council's net revenue stream is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on debt costs less investment income.

3.11. The ratio for the General Fund is deteriorating over the period. This is due mainly to reduced Council revenues. The effect of net new borrowing is mitigated by the lower coupon compared with maturing debt. The HRA would derive greater benefit from the repayment of high coupon debt.

Table 6: Ratio of Financing Costs to Net Revenue Stream

	2015/16 Actual	2016/17 Approved	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
	%	%	%	%	%	%
General Fund	1.85	1.93	1.86	2.33	2.58	2.92
HRA	9.02	8.88	8.50	8.21	7.54	7.32

4. Borrowing Strategy

4.1. The Council currently holds £270.6m of long term loans, a decrease of £12.6m on the previous year, as part of its strategy for funding previous years' capital programmes. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing.

Objectives

4.2. The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy

4.3. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

4.4. By doing so, the Council is able to reduce net borrowing costs and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by delaying borrowing into future years when long-term borrowing rates are forecast to rise modestly.

4.5. The level of reserves and working capital that enable internal borrowing will be monitored and projected changes will be used to determine the timing and level of new debt. The Council's treasury advisor will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2017-18 with a view to

keeping future interest costs low, even if this costs more in the short-term.

4.6. Alternatively, the Council may arrange forward starting loans during 2017-18, where the interest rate is fixed in advance, but the cash is received in later years. This will enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. These arrangements will only be considered where there is certainty as to borrowing needs and timing and where predictability of interest costs is beneficial to the capital programme.

4.7. The Council will adopt a flexible approach to this borrowing in consultation with its treasury management advisers. The following issues will be considered prior to undertaking any external borrowing:

- Affordability;
- Maturity profile of existing debt;
- Interest rate and refinancing risk;
- Borrowing source.

The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- Other local authorities
- Institutions such as European Investment Bank and Commercial Banks
- UK public/private sector pension funds (except Haringey Pension Fund)
- Capital market bond investors
- UK Municipal Bonds Agency plc and other entities created to enable local Council bond issues
- Leasing

4.8. The Council may borrow short-term loans (up to one year in length) to cover cash flow shortages. The Council has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

4.9. UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local Council borrowers default on their loans; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the

Agency will therefore be the subject of a separate report to Corporate Committee that contains explicit legal advice.

Lender's Option Borrower's Option Loans

4.9 The Council holds £125m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS have options during 2017/18, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so. No further LOBO loans will be considered without discussion with Corporate Committee.

Short-term and Variable Rate loans

4.10 These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below. However, they do, at present, offer significant savings compared with long term debt.

Debt Rescheduling

4.11 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

GLA Partnership

4.12 As part of the new treasury partnership with the GLA, the GLA will arrange certain borrowing activity on behalf of the Council in line with the above borrowing strategy. Prior to each month, the Council will provide the GLA with prescriptive and tightly controlled parameters within which they may operate to arrange borrowing over the following month for the Council. In 2017/18 it is envisaged that the GLA will only arrange short term borrowing on the Council's behalf for durations of less than 12 months. The GLA will be able to secure more favourable interest rates on borrowing than the Council due to the much larger scale of their treasury operations.

5. Investment Strategy 2017-18

5.1. The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £0 and £50m. It is anticipated that net balances will be lower next year as debt is repaid. The impact on the value of cash balances from capital expenditure and the timing of any associated debt financing are uncertain.

Objectives

5.2. Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Negative Interest Rates

5.3. If the UK enters into a recession in 2017/18, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy

5.4. The strategy will take two parts following the implementation of the new GLA treasury partnership:

Part 1 Investments through the GLA Partnership:

5.5. Haringey will be able to invest short term cash surpluses in the GLA's Group Investment Syndicate (GIS). The GIS has consistently outperformed the returns on investments that Haringey has achieved on in house investments. The GIS investments have a similar credit profile to those of Haringey's historic investments, but have far more diversification due to the scale of funds managed.

5.6. Following the implementation of the GLA partnership, Haringey will normally invest short term cash surpluses with the GIS: these funds will be accessible each business day so that the Council can draw down on any cash required to fulfil day to day requirements as necessary.

5.7. All investments made through the GIS will be subject to the GIS investment strategy set out in Appendix 6.

Part 2 Investments made through in house resources:

5.8. Although the Council will normally seek to utilise the GLA partnership to invest short term cash surpluses, the Council will also maintain the ability to undertake investment activities using in house resources, should the need arise to do so. For the avoidance of doubt, the paragraphs that follow in section 5 of this relate solely to any investment activity carried out by the Council's in house resource, and not to those carried out through the GLA partnership arrangements.

5.9. The majority of the Council's surplus cash is currently invested in short-term unsecured bank deposits and money market funds. These investments are exposed to bank bail in risk. To reduce potential exposure to unsecured bank deposits, the counterparty policy has been expanded to include quasi government institutions; Supranational banks. Covered bonds are now identified separately from unsecured bank deposits as these deposits are of lower risk being both secured on collateral and possessing a bank issuer guarantee.

5.10. Following a review and as cash balances are not expected to increase in 2017/18, counterparty investment limits have been maintained at 2016/17 – counterparty limits for individual banks has been set at £5m and exposure to local Council is maintained at maximum deposit of £15m per Council. These changes also reflect the anticipation that cash balances will continue to remain at or below historic levels as part of the policy to minimise new long term borrowing.

Specified and Non-specified Investments

5.11. Investments are categorised as 'Specified' or 'Non Specified' investments based on the criteria in the CLG Guidance. Instruments proposed for the Council's use within its investment strategy are contained in Appendix 4, which also explains the meaning of these terms. The list of proposed counterparties is shown in Appendix 5. In keeping with the strategy of maintaining high quality counterparties, at least 50% of all investments will be specified investments.

5.12. The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,

- not defined as capital expenditure by legislation, and
- invested with one of:
    - the UK Government,
    - a UK local Council, parish council or community council, or
    - a body or investment scheme of “high credit quality”.

5.13. The Council defines “high credit quality” organisations and securities as those having a credit rating of [A-] or higher that are domiciled in the UK or a foreign country with a sovereign rating of [AA+] or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of [A-] or higher

Non-specified Investments

5.14. Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 7 below.

5.15. Although cash balances will be low at certain times, there may be opportunities to invest core balances for more than twelve months. On occasions investments with a maturity of slightly in excess of 12 months can offer exceptional good value. For this reason, the strategy allows a maximum of £5m to be invested for over 12 months but less than 24 months. The Chief Finance Officer, under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Investment activity will be reported to Corporate Committee as part of the quarterly reports.

Table 7: Limits - Specified and Non-Specified Investments

Specified Investments				
Instrument	**Country/ Domicile**	**Counterparty**	**Maximum Counterparty Limits £m**	**Maximum period of investment**
Term Deposits	UK	Debt Management Account Deposit Facility (DMADF), Debt Management Office (DMO)	No limit	364 days
Gilts	UK	Debt Management Office (DMO)	No limit	364 days
Treasury Bills	UK	Debt Management Office (DMO)	No limit	364 days
Term Deposits/ Call Accounts	UK	Other UK Local Authorities	£15m per local authority	364 days
Term Deposits/ Call Accounts/ Certificates of Deposit/Covered Bonds	UK or AA+	Counterparties rated at least A- Long Term (or equivalent)	£5m per bank or banking group	364 days
Constant Net Asset Value Money Market Funds (MMFs)	UK/Ireland/ Luxembourg domiciled	AAA-rated Money Market Funds	£10m per MMF*; Group limit £50m	Instant Access
Non Specified Investments				
Instrument	**Country/ Domicile**	**Counterparty**	**Maximum Counterparty Limits £m**	**Maximum period of investment**
Gilts	UK	Debt Management Office (DMO)	£10m	36 Months
Term Deposits/ Call Accounts	UK	Other UK Local Authorities	£15m per local authority	36 Months
Term Deposits/ Call Accounts/ Certificates of Deposit/Covered Bonds	UK or AA+	Counterparties rated at least A- Long Term (or equivalent)	£5m per bank or banking group	364 days
Variable NAV Enhanced Cash Funds	UK/Ireland/ Luxembourg domiciled	AAA - rated Funds	£5m per ECF*; Group limit £10m	Minimum Weekly Redemption

Risk Assessment and Credit Ratings

5.16. Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.

5.17. Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

5.18. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then no new investments will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments

5.19. The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the 'quality financial press'. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

5.20. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Investment Limits

5.21. The Council's estimated revenue reserves available to cover investment losses are forecast to be £18m on 31st March 2017. In order that no more than 85% of estimated available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £15m. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

6. Treasury Management Indicators

6.1. Exposures to treasury management risks are measured and managed using the following indicators.

Security

6.2. The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 8: Credit Score Target

	Target
Portfolio average credit	3 - 6

Interest Rate Exposures

6.3. This indicator is set to control the Authority's exposure to interest rate risk, which includes £125m of LOBO loans. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed will be:

Table 9: Interest Rate Exposure

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposure	100%	100%	100%
Upper limit on variable interest rate exposure	60%	60%	60%

6.4. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Authorised Limits for External Debt

6.5. The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit). The Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

Table 10: Authorised Limit

	2015/16 Actual £'000	2016/17 Approved £'000	2016/17 Out-turn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Borrowing	283,233	468,174	347,046	583,392	609,780	648,053
Other Long-term Liabilities	49,329	60,057	45,498	53,714	48,387	42,874
Total	332,562	528,231	392,544	637,105	658,168	690,928

Operational Boundary for External Debt

6.6. The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit. The Operational Boundary and Authorised Limit apply at the total level.

Table11: Operational Boundary

	2015/16 Actual £'000	2016/17 Approved £'000	2016/17 Out-turn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Borrowing	283,233	418,174	347,046	533,392	559,780	598,053
Other Long-term Liabilities	49,329	54,598	45,498	49,582	44,665	39,576
Total	332,562	472,772	392,544	582,974	604,446	637,630

6.7. The Chief Finance Officer has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of the Corporate Committee.

Maturity Profile

6.8. The Council is required to set limits on the percentage of the portfolio maturing in each of the periods set out in the table below. Limits in the following table are intended to control excessive exposures to volatility in interest rates when refinancing maturing debt. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be taken for the optimum period. The limits apply to the combined General Fund and HRA debt pools.

6.9. The maturity range has been applied to LOBO loans (see 4.9 above) based on their contractual maturity date. The column on the right hand side represents the maturity structure based on the next date that the lender is able to reset interest rates.

Table 12: Maturity Profile

	Lower Limit	Upper Limit	31-Mar-17	31-Mar-17
	%	%	%	LOBO adjusted %
under 12 months	0%	60%	26%	47%
12 months & within 24 months	0%	40%	3%	17%
24 months & within 5 years	0%	40%	8%	8%
5 years & within 10 years	0%	40%	6%	6%
10 years & within 20 years	0%	40%	3%	3%
20 years & within 30 years	0%	40%	3%	0%
30 years & within 40 years	0%	50%	26%	15%
40 years & within 50 years	0%	50%	24%	3%
50 years & above	0%	40%	0%	0%

Liquidity Management

6.10. The Council uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

Principal Sums Invested for Periods Longer than 364 days

6.11. The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Table 13: Limit on Sums Invested Beyond 364 Days

	2017/18	2018/19	2019/20
Limit on principal invested beyond year end	£10m	£10m	£10m

7. MRP Statement

7.1. The Council's MRP policy has been reviewed and revised to better reflect the rules set out in the prudential code and government guidance around prudent provision for repayment of borrowed capital. The revised policy, which took effect from 1 April 2016, ensures that provision for capital repayment is made over a period that is commensurate with the period in which the asset purchased provides benefits.

General Fund MRP policy: borrowing before 2007/08

7.2. The Council will calculate MRP on historic debt based on the Capital Financing Requirement (CFR) as at 1 April 2007.

7.3. The Council will calculate the MRP charge based on 2% of that CFR, fixed at the same cash value so that the whole debt is repaid after 50 years in total.

7.4. The historic MRP policy for borrowing incurred before 2007/08 led to MRP charges that exceeded what prudence required during the period from 1 April 2007 to 31 March 2016. This resulted in a cumulative charge at 31 March 2016 that was in excess of what is considered prudent and appropriate under the current policy. To reflect the historic over-provision the Council will undertake an annual review to determine whether to make a realignment of MRP charged to

the General Fund, using the policy set out above, to recognise the excess sum charged to that point.

7.5. The following conditions will apply to the annual review:

- Total MRP after applying realignment will not be less than zero in any financial year.
- The cumulative total of the MRP realignment will never exceed the amount of historical over-provision calculated to 31 March 2016.

General Fund MRP policy: prudential borrowing from 2007/08

7.5. For borrowing incurred on schemes described by the Government as Prudential Borrowing or Unsupported Borrowing, MRP will be calculated over the estimated remaining useful life applicable to the expenditure (usually the useful life of the asset it is financing) using the Annuity repayment method in accordance with Option 3 of the guidance.

7.6. This means that MRP will be calculated on an annuity basis (like many domestic mortgages) over the estimated life of the asset. Estimated life periods will be determined by the Section 151 Officer under delegated powers.

7.7. In accordance with the provisions in the guidance, MRP will be first charged in the financial year following the one in which the entire asset to which the charge relates, becomes fully operational.

7.8. Financial agreements such as loans, investments or where assets are to be acquired for future development (including where capital receipts are part of the business case), will not, at the discretion of the CFO, attract MRP. This discretion will be applied where it is reasonable to assume that the initial capital investment will be returned to the Council in full at maturity or over a defined period.

Concession Agreements

7.9. MRP in relation to concession agreements (e.g. PFI contracts) and finance leases will be calculated on an asset life method using an annuity repayment profile, consistent with the method for all prudential borrowing since 2007/08. Estimated life periods will be determined under delegated powers.

7.10. The Section 151 Officer may approve that such debt repayment provision may be made from capital receipts or from revenue provision.

Finance Leases

7.11. For assets acquired by finance leases, including leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

Statutory capitalisations

7.12. For expenditure which does not create a fixed asset, but is statutorily capitalised and subject to estimated life periods that are referred to in the guidance, these estimated periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

7.13. Other methods to provide for debt repayment may occasionally be used in individual cases where this is consistent with the statutory duty to be prudent, at the discretion of the Section 151 Officer.'

8. Capital Expenditure

8.1. The evaluation of capital expenditure projects incorporates the cost of financing. This comprises two elements (a) the recovery of purchase costs through MRP and (b) interest. Where capital expenditure is low and no specific borrowing is required the interest cost allocated to the project will be the average cost of the Council's debt portfolio. This method will be used even if no borrowing takes place in the year as capital expenditure reduces the ability to repay debt.

8.2. For projects incurring a high initial cost for which specific debt financing is arranged, then the interest cost used will be the average rate on the specific debt.

9. Other Items

9.1. There are a number of additional items that the Council is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

Policy on Use of Financial Derivatives

9.2. The Council has previously made use of financial derivatives embedded into loans to reduce costs e.g. LOBO loans. The Council will not use standalone financial derivatives (such as swaps, forwards, futures and options). Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Policy on Apportioning Interest to the HRA

9.3. On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Council's average interest rate on investments.

Investment Training

9.4. CIPFA's Treasury Management Code of Practice requires the Chief Financial Officer to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

9.5. Given the significant amounts of money involved, it is crucial members have the necessary knowledge to take treasury management decisions. Training sessions are arranged for members to keep their knowledge up to date.

9.6. The needs of the Council's treasury management staff for training in investment management are assessed as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations.

Investment Advisers

9.7. The Council has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. The quality of this service is reviewed by the Council's treasury management staff.

Investment of Money Borrowed in Advance of Need

9.8. The Council may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.

9.9. The total amount borrowed in 2017-18 will not exceed the authorised borrowing limit. The maximum period between borrowing and expenditure is expected to be one year, although the Council is not required to link particular loans with particular items of expenditure.

Financial Implications

9.10. The budget investment income in 2017-18 is £30k, based on an average investment portfolio of £15m at an interest rate of 0.20%. The budget for debt interest paid in 2017-18 is £14.5m, based on an average debt portfolio of £310m (including short term debt) at an average interest rate of 4.95%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will also be different. Interest paid and earned is apportioned between the General Fund and HRA. The average interest rate on existing long term debt will decline in 2017-18 from 5.19% to 5.10% with interest costs falling by approximately £1.0m. New debt is projected to cost an average 2.84%.

9.11. The Council complies with the provisions of Section 32 of the Local Government Finance Act 1992 to set a balanced budget.

Monitoring & Reporting

9.12. Corporate Committee will receive quarterly reports on treasury management activity and performance. This will include monitoring of the prudential indicators.

9.13. It is a requirement of the Treasury Management Code of Practice that an outturn report on treasury activity is produced after the financial year end, no later than

30th September. This will be reported to Corporate Committee, shared with the Cabinet member for Resource & Culture and then reported to full Council. Overview and Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.

9.14. Officers monitor counterparties on a daily basis with advice from the Council's treasury management advisers to ensure that any creditworthiness concerns are addressed as soon as they arise.

10. Other Options Considered

10.1. The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Finance Officer, having consulted Corporate Committee, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix 1

Details of Treasury Position

A: General Fund Pool

	31-Mar-17 Outturn £'000	31-Mar-18 Estimate £'000	31-Mar-19 Estimate £'000	31-Mar-20 Estimate £'000
Existing External Borrowing commitments:				
PWLB	45,882	41,723	38,120	34,567
Market loans and Local Authorities	118,681	42,281	42,281	42,281
Total External Borrowing	164,563	84,004	80,401	76,848
Long Term Liabilities	45,499	41,318	37,221	32,980
Total Gross External Debt	210,062	125,322	117,622	109,828
CFR	305,346	374,671	401,059	439,332
Internal Borrowing	95,284	100,785	100,785	100,785
Cumulative Borrowing requirement	0	148,564	182,653	228,720

B: HRA Pool

	31-Mar-17 Outturn £'000	31-Mar-18 Estimate £'000	31-Mar-19 Estimate £'000	31-Mar-20 Estimate £'000
Existing External Borrowing commitments:				
PWLB	99,764	91,627	84,579	77,626
Market loans	82,719	82,719	82,719	82,719
Total External Borrowing	182,483	174,346	167,298	160,345
CFR	271,096	278,721	278,721	278,721
Internal Borrowing	88,613	88,613	88,613	88,613
Cumulative Borrowing requirement	0	15,763	22,811	29,763

C: Security Measure

		2017-18	2018-19	2019-20
Above target	AAA to AA+	Score 0 - 2	Score 0 - 2	Score 0 – 2
Target score	AA to A	Score 3 – 6	Score 3 – 6	Score 3 – 6
Below target	Below A	Score 6+	Score 6+	Score 6+

Appendix 2

Summary of Prudential Indicators

No.	Prudential Indicator	2017/18	2018/19	2019/20
CAPITAL INDICATORS				
1	Capital Expenditure	£'000	£'000	£'000
	General Fund	133,941	65,950	83,013
	HRA	68,901	0	0
	TOTAL	202,842	65,950	83,013

No.	Prudential Indicator	2017/18	2018/19	2019/20
2	Ratio of financing costs to net revenue stream	%	%	%
	General Fund	2.33	2.58	2.92
	HRA	8.21	7.54	7.32

No.	Prudential Indicator	2017/18	2018/19	2019/20
3	Capital Financing Requirement	£'000	£'000	£'000
	General Fund	374,671	401,059	439,332
	HRA	278,721	278,721	278,721
	TOTAL	653,392	679,780	718,053

No.	Prudential Indicator	2017/18	2018/19	2019/20
4	Incremental impact of capital investment decisions	£	£	£
	Band D Council Tax	35.52	23.48	34.99
	Weekly Housing rents	0.69	0.00	0.00

No.	Prudential Indicator	2017/18	2018/19	2019/20
TREASURY MANAGEMENT LIMITS				
5	Borrowing Limits	£'000	£'000	£'000
	Authorised Limit	583,392	609,780	648,053
	Operational Boundary	533,392	559,780	598,053

No.	Prudential Indicator	2017/18	2018/19	2019/20
6	HRA Debt Cap	£'000	£'000	£'000
	Headroom	48,817	48,817	48,817

No.	Prudential Indicator	2017/18	2018/19	2019/20
7	Upper Limit - Fixed Rate Exposure	100%	100%	100%
	Upper Limit - Variable Rate Exposure	60%	60%	60%

No.	Prudential Indicator	2017/18		2018/19		2019/20	
8	Maturity Structure of Borrowing						
	U: Upper, L: Lower	L	U	L	U	L	U
	Under 12 Months	0%	60%	0%	60%	0%	60%
	12 Months & Within 2 Years	0%	40%	0%	40%	0%	40%
	2 Years & Within 5 Years	0%	40%	0%	40%	0%	40%
	5 Years & Within 10 Years	0%	40%	0%	40%	0%	40%
	10 Years & Within 20 Years	0%	40%	0%	40%	0%	40%
	20 Years & Within 30 Years	0%	40%	0%	40%	0%	40%
	30 Years & Within 40 Years	0%	50%	0%	50%	0%	50%
	40 Years & Within 50 Years	0%	50%	0%	50%	0%	50%
	50 Years & above	0%	40%	0%	40%	0%	40%

No.	Prudential Indicator	2017/18	2018/19	2019/20
9	Sums invested for more than 364 days	£10m	£10m	£10m

No.	Prudential Indicator	2017/18	2018/19	2019/20
10	Adoption of CIPFA Treasury Management Code of Practice	✓	✓	✓

Appendix 3

Arlingclose Economic & Interest Rate Forecast September 2017

- The Monetary Policy Committee once again voted 7-2 in favour of maintaining the bank rate at 0.25%. However, the Committee meeting minutes for September suggested that the upside risks to Bank Rate had increased, noting that the majority of MPC members judged that the withdrawal of monetary stimulus was likely to be appropriate to return inflation to target.

- This potential rise in Bank Rate is dependent on policymakers seeing continued erosion of economic capacity and a gradual rise in underlying inflationary pressure.

- All members agreed that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

- The UK economy faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. UK Q2 2017 GDP growth was 0.3% after a 0.2% expansion in Q1. The initial expenditure breakdown showed weakness in consumption, business investment and net trade. Both consumer and business confidence remain subdued.

- Household consumption growth, the driver of UK GDP growth, has softened following a contraction in real wages. Savings rates are at an all-time low, with little scope for further reduction to smooth consumption. When inflation eventually eases, savings are likely to be replenished, further diverting money away from consumption.

- Some data has held up better than expected, with unemployment falling to an all-time low and house prices remaining relatively resilient.

- The depreciation in sterling may assist the economy to rebalance away from spending. Export volumes will increase, helped by a stronger Eurozone economic expansion.

- Near-term global growth prospects have continued to improve and broadened, and expectations of inflation are subdue. Central banks are moving to reduce the level of monetary stimulus.

- Geo political risks remains elevated and helps to anchor safe haven flows in the UK government bond (gilt) market.

Forecast:

- The MPC have changed their rhetoric, implying a rise in Bank Rate in 'the coming months'. Arlingclose is not convinced the UK's economic outlook justifies such a move at this stage, but the Bank's interpretation of the data seems to have shifted.

- This decision is still very data dependent and Arlingclose are for now maintaining their central case for Bank Rate at 0.25% whilst introducing near-term upside risks to their forecasts.

- The Arlingclose central case is for gilt yields to remain broadly stable in the medium term, but there may be near term volatility due to shifts in interest rate expectations.

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Average
Official Bank Rate														
Upside risk	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.44
Arlingclose Central Case	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Downside risk	0.00	0.00	0.00	0.00	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.15
3-month LIBID rate														
Upside risk	0.30	0.30	0.30	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.53
Arlingclose Central Case	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.29
Downside risk	-0.10	-0.10	-0.15	-0.10	-0.10	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.17
1-yr LIBID rate														
Upside risk	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.65	0.65	0.32
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.60	0.70	0.70	0.70	0.70	0.70	0.70	0.60	0.60	0.62
Downside risk	-0.15	-0.20	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.10	-0.10	-0.25
5-yr gilt yield														
Upside risk	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
Arlingclose Central Case	0.55	0.55	0.60	0.60	0.60	0.65	0.70	0.75	0.80	0.85	0.90	0.95	0.95	0.73
Downside risk	-0.20	-0.20	-0.25	-0.25	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
10-yr gilt yield														
Upside risk	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
Arlingclose Central Case	1.05	1.02	1.05	1.05	1.05	1.10	1.15	1.20	1.25	1.30	1.35	1.40	1.40	1.18
Downside risk	-0.20	-0.35	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.15	-0.15	-0.24
20-yr gilt yield														
Upside risk	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.70	0.70	0.57
Arlingclose Central Case	1.60	1.60	1.60	1.60	1.60	1.65	1.70	1.75	1.80	1.85	1.90	1.95	1.95	1.73
Downside risk	-0.30	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.34
50-yr gilt yield														
Upside risk	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.85	0.85	0.60
Arlingclose Central Case	1.50	1.50	1.50	1.50	1.50	1.55	1.60	1.65	1.70	1.75	1.80	1.85	1.85	1.63
Downside risk	-0.30	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.50	-0.50	-0.37

Appendix 4

Counterparty Policy for in house treasury activities

The investment instruments identified for use in 2017-18 are listed in the table. Each investment type is classified as either 'Specified' or 'Non – Specified' investment categories. Specified investments are considered low risk and relate to funds invested for up to one year. Only those investments with a credit rating of at least AA- are considered as specified. Non-specified investments normally offer the prospect of higher returns but carry higher risk and may have a maturity beyond one year. At least 50% of investments held will be specified. All investments are sterling denominated.

As discussed in the borrowing strategy the plan during 2017-18 is to rely on short term debt and minimise cash balances. This will lead to a high proportion short dated and tradable instruments e.g. money market funds, T-bills, CDs and DMO within the cash portfolio to cover liquidity needs.

Investments do not include capital expenditure as defined under section 25(1) (d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

Minimum Credit Quality & diversification Limits

For credit rated counterparties, the minimum criteria will be the lowest equivalent long-term ratings assigned by Fitch, Moody's and Standard & Poor's (where assigned) as below:

Long-term minimum: A- (Fitch); A3 (Moody's); A- (S&P)

The Council will also take into account the range of information on investment counterparties detailed in 'other information' section above.

The limits stated in the table below will apply across the total portfolio operated by the Council and so incorporate both Council and Pension Fund specific investments. The limits for the period of investment are the maximum for the categories of counterparties. Lower operational limits will apply if recommended following a review of creditworthiness. Operationally a limit will be applied to the amount invested in any MMF of no more than 2.0% of the Money Market Fund's total assets.

Non UK Banks

The use of non-UK banks was suspended pre April 2015. Nine countries retain AAA ratings from all three rating agencies – Australia, Canada, Denmark, Germany, Netherlands, Norway, Singapore, Sweden and Switzerland. Within these countries twelve banks meet the AA- or better criteria mentioned above and these have been included as eligible counterparties (Appendix 5). Using the highest quality overseas banks will both improve the overall security of the investment portfolio and enable greater diversification.

Maturities Guidance

At present, maturities have been kept to less than 12 months reflecting the expectation that cash balances will be maintained at low levels. However, there remains a core cash balance that persists over time. Longer maturities attract higher returns at present to compensate for illiquidity and the prospect of increased base rates in future. The strategy has been revised to permit a maximum of £10m to be invested between 12 – 24 months.

Institution Type	Minimum Credit Rating	Maximum Counterparty Limit	Maximum Period of Investment	Specified / Unspecified
Debt Management Office	UK Government	No limit	364 days	specified
Gilts, Treasury Bill & Repos	UK Government	No limit £10m	364 days 24 months	Specified non-specified
Supra-national Banks & European Agency	AA-	£10m £5m	364 days 24 months	specified non-specified
Covered Bonds issued by UK Banks	Bond AA+ / counterparty A- Bond AA+ / Counterparty BBB+ Bond AA+ / counterparty A-	£5m per bond, £20m aggregate £5m per bond, £10m aggregate £5m per bond, £10m aggregate	364 days 364 days 24 months	Specified Non-specified non-Specified
UK Local Council Deposits	n/a	£15m per counterparty £5m per counterparty	364 days 24 months	specified non-specified
UK & AAA country Banks - term deposits, CDs and call accounts	AA- AA- A-	£10m per bank or banking group £5m per bank or banking group £5m per bank or banking group	364 days 24 months 364 days	specified non-specified non-specified
Constant Net Asset Value Money Market Funds (MMFs), UK / Ireland / Luxembourg domiciled Variable NAV Enhanced Cash Funds, UK/Ireland/Luxembourg domiciled	AAA AAA	£10m per MMF. Aggregate £50m. £5m per ECF. Group limit £15m	daily liquidity Minimum Weekly Redemption	specified non-specified

Additional Details on Types of Investments

Banks and Building Society Deposits, Call Accounts and Certificates of Deposit: These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Banks Covered Bonds: These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in.

Money Market and Enhanced Cash Funds: Shares in diversified investment vehicles consisting of time deposits, call accounts, CDs etc with banks and financial institutions. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while Enhanced Cash Funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Appendix 5

Lending List of counterparties for investments made in house

This is the proposed list of bank counterparties which the Council can lend to, providing the counterparties meet the requirements set out in Appendix 4 at the time of investment. The list will be kept under constant review and counterparties removed if the process described in the investment strategy raises any concerns about their credit worthiness. In addition to the counterparties listed below, UK government, local authorities, money market funds and enhanced cash funds are included in Appendix 4.

A UK bank has been suspended as a counterparty when compared with last year's list. The number of supranational banks has doubled from four to eight. All are AAA rated by the three rating agencies. These banks raise funds via CDs. The Arlingclose support maximum maturities of up to 25 years for AAA rated supranational banks, although a 15 year maximum maturity is recommended for the Council of Europe Development Bank.

There has been a net addition of six overseas banks to the counterparty list. All are rated AA- or better by all three rating agencies. These banks rarely take deposits in the UK but can be accessed through CDs. There are currently no overseas banks in the portfolio. In addition to the limits set out in Appendix 4, a limit of £5m per bank and £10m per Non-UK country will be applied.

Covered deposits offer additional default protection due to the provision of collateral as security.

The counterparty list excludes MMF and ECF's as the name of the fund reflects the fund manager not the quality of the underlying holdings. Selection of MMFs and ECFs will be based on the criteria set of in Appendix 4. The limit for any single MMF is £10m and each ECF is £5m – Group limit £50m.

Should Arlingclose reduce the maximum recommended maturity guidance for any bank, this will be reflected in the portfolio.

Instrument	Country / Domicile	Counterparty	Arlingclose Suggested (Maximum) Maturity
UK Banks and Building Societies- Term Deposits, Call Accounts & CDs			
	United Kingdom	BANK OF SCOTLAND PLC	6 months
	United Kingdom	LLOYDS BANK PLC	6 months
	United Kingdom	BARCLAYS BANK PLC	100 days
	United Kingdom	COVENTRY BUILDING SOCIETY	6 months
	United Kingdom	HSBC BANK PLC	6 months
	United Kingdom	NATIONWIDE BUILDING SOCIETY	6 months
	United Kingdom	ABBEY NATIONAL TREASURY SERV	6 months
	United Kingdom	SANTANDER UK PLC	6 months
UK: Other Institutions			
	United Kingdom	DEBT MANAGEMENT OFFICE	50 years
	United Kingdom	LCR FINANCE PLC	15 years
	United Kingdom	WELLCOME TRUST FINANCE PLC	20 years
Non-UK Banks - Term Deposits, Call Accounts and CDs			
	Australia	AUST AND NZ BANKING GROUP	6 months
	Australia	NATIONAL AUSTRALIA BANK LTD	6 months
	Canada	EXPORT DEVELOPMENT CANADA	25 years
	Denmark	KOMMUNEKREDIT	25 years
	Finland	MUNICIPALITY FINANCE PLC	15 years
	Germany	FMS WERTMANAGEMENT	25 years
	Germany	KREDITANSTALT FUER WIEFERAUF	25 years
	Germany	LANDESKRED BADEN-WUERTT FOER	25 years
	Germany	LANDWIRTSCHAFTLICHE RENTENBA	25 years
	Germany	LAND SACHSEN-ANHALT	15 years
	Netherlands	BANK NEDERLANDSE GEMEENTEN	5 years
	Netherlands	NEDERLANDSE WATERSCHAPSBANK	5 years
	Norway	KOMMUNALBANKEN AS	5 years
	Singapore	TEMASEK FINANCIAL I LTD	10 years
Supranational Banks			
		COUNCIL OF EUROPE DEVELOPMNT	15 years
		EUROPEAN BANK FOR RECONSTRUC	25 years
		EUROPEAN COAL & STEEL COMMUN	25 years
		EUROPEAN INVESTMENT BANK	25 years
		INTER-AMERICAN DEV BANK	25 years
		INTERNATIONAL BANK FOR RECON	25 years
		INTERNATIONAL FINANCE CORP	25 years
		NORDIC INVESTMENT BANK	25 years

Appendix 6

GREATER**LONDON**AUTHORITY

Dated: 1st April 2017

GREATER LONDON AUTHORITY

and

LONDON FIRE AND EMERGENCY PLANNING AUTHORITY

and

LONDON LEGACY DEVELOPMENT CORPORATION

and

MAYOR'S OFFICE FOR POLICING AND CRIME

and

LONDON PENSIONS FUND AUTHORITY

GIS INVESTMENT STRATEGY 2017-18

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GIS Investment Strategy 2017-18

This investment strategy applies to investments pooled under GIS 1 (short term liquidity) and GIS 2 (strategic reserves)

Limits and Compliance

1.0 **All limits, unless explicitly stated otherwise, refer to the composition of the daily balance of the GIS**; for compliance purposes, all limits will be assessed daily.

2.0 The making of any investment which causes a breach of limits is not permitted and constitutes an **active exception.**

3.0 **Active exceptions of any size will be reported immediately** upon identification to the CIO, Syndics and their nominated substitutes. Relevant committees or boards will be notified as specified in each Participant's TMSS.

4.0 Additionally, breaches of daily limits may occur due to changes in the GIS balance or the credit assessment of existing investments, including the credit status of the country of domicile. Such an occurrence constitutes a **passive exception**. Passive exceptions will be reported immediately to the CIO, the GLA's statutory CFO and his deputy. Subsequent reporting will be threshold based as follows:

Passive Exception Level (lower of)	Temporary: ≤ 3 consecutive days	Persistent: >3 days
<5% or £25m	Logged and reported quarterly to Syndics within 1 month of quarter end	Logged and reported quarterly to Syndics within 1 month of quarter end
5-10% or £50m	Logged and reported quarterly to Syndics within 1 month of quarter end	Reported to Syndics immediately
>10% or £50m	Reported to Syndics immediately	Reported to Syndics immediately

The percentage limits above apply to total daily balance of the GIS or the total number of days in the case of limits expressed as days.

5.0 As an additional, prudent measure, forward looking diversification limits for new, internally-managed investments shall be maintained. These limits **apply to the forecast average GIS balance over the life of the investment being considered**; for operational expediency the forecasts shall be

produced up to the last day of the following maturity 'buckets' given in days and limits applied accordingly:

O/N	2 - 7	8 - 30	31 - 60	61 - 90	91 - 120	12 - 150	151-180	181-210	211-240	241-270	271-300	301-330	331-397	398-730

6.0 If an investment is made in breach of these forward-looking limits, it is an active breach of investment strategy and will be reported per 3.0. Where changes in cash flow forecasts or counterparty and/or instrument status result in forward-looking limits being exceeded by existing investment positions, the CIO will be notified, who may then modify investment tactics to reduce the likelihood of a passive exception as defined in 4.0 occurring. Such an occurrence does not constitute an exception of any kind and need not be reported further.

7.0 Mitigating actions for all breaches will in the first instance be taken at the discretion of the CIO (or the GLA's statutory CFO, or his deputy). Such decisions must be supported by an analysis of the costs and benefits of attempting to reduce the overexposure in question versus tolerating it. In all cases a file note of the decision will be retained and circulated to the Syndics. A majority of the Syndics may instruct alternative action.

Risk Appetite Statement

8.0 Capital preservation is the primary GIS objective at the portfolio level, followed by provision of liquidity to meet Participants' cash flow needs.

9.0 In order to deliver best value on public funds, the Participants are prepared to take some investment risk to the extent outlined below, where such risk is rewarded by yields above UK government securities held to maturity.

10.0 The risk of loss through default in the entire portfolio (or any subsection delegated to an external manager) should not exceed risk of loss through default equivalent to a 1 year exposure to a typical AA- rated issuer.

11.0 No individual instrument/investment should pose a greater risk of loss through default than a 90 day exposure to a typical BBB issuer.

12.0 The Participants will tolerate price volatility where there is an expectation of holding an investment to maturity; where the expectation is that sale before maturity is likely or where the investment is in

a variable NAV fund, the combined risk of loss through default and crystallised falls in price should not exceed the risk tolerance specified in 10.0.

13.0 This strategy sets out risk controls and limits that, in the opinion of the Participants, deliver these objectives.

14.0 Alternative controls and limits, save for the overarching requirements of 15.0-17.0 and 21.0, may be used by external managers appointed in accordance with 18.0, if those limits are judged by the Syndics, on the advice of the CIO or other independent professional advice, to be appropriately effective.

Permissible Investments

15.0 All investments must be Sterling-denominated financial instruments

16.0 Specified Investments (i.e. 'low risk' instruments as defined by Statutory Guidance) shall constitute at least 50% of the portfolio at any time.

17.0 Approved Specified (S) and non-Specified (NS) Investments:

Investment type	Eligibility criteria	≤ 1 year to maturity at time of investment	> 1 year to maturity at time of investment	Maximum total exposure as a proportion of daily balance
Senior Unsecured Debt • UK Gilts and T-Bills • Deposits • Call Accounts • Notice Accounts • Certificates of Deposit • Loans • Commercial Paper • All other senior unsecured bonds	Issuer (and security where separately rated) Investment Grade (IG) defined per 36.0 OR UK Government (including the Debt Management Account Deposit Facility, Local Authorities and bodies eligible for PWLB finance) OR Issuer not meeting general criteria but instruments explicitly guaranteed by IG entity or sovereign national government meeting acceptable sovereign ratings per 32.0	S	NS	100%
Constant Net Asset Value Money Market Funds	Fitch AAA_{mmf} or above See 36.0 for equivalents from other agencies. Daily liquidity	S	*N/A*	100% *Not more than 20% per fund*
Other Collective Investment Schemes structured as Open Ended Investment Companies (**OEICs**)	Fitch AAA_f or equivalent from other agencies per 36.0	NS	*Not permitted.*	20%

Investment type	Eligibility criteria	≤ 1 year to maturity at time of investment	> 1 year to maturity at time of investment	Maximum total exposure as a proportion of daily balance
Senior UK Prime or Buy to Let **Residential Mortgage Backed Securities** (RMBS)	Bond rating Fitch AA+$_{sf}$ or above or equivalent from other agencies per 36.0	NS	NS	20%
Covered bonds	Bond rating Fitch AA+$_{sf}$ or equivalent from other agencies per 36.0 AND Issuer rated Fitch A- or above or equivalent from other agencies per 36.0	NS	NS	20%
Repurchase Agreements (Repo)	Counterparty meets senior unsecured criteria AND proposed collateral (Min 100%) itself meets permitted investment criteria Or Collateralisation is >102% with UK Gilts / T-Bills	S – UK gilts or T-Bills AND Counterparty meets senior unsecured criteria NS – other	*Not permitted.*	S – 100% NS – 20%, and not more than 10% with counterparties not meeting senior unsecured criteria.

18.0 The Syndics may delegate the management of a portion, not exceeding the forecast minimum GIS balance for the next 12 months, of the GIS to external fund managers if this is deemed prudent.

Liquidity and Maturity Limits

19.0 Portfolio Weighted Average Maturity (WAM) ≤ 91days (GIS 1) ; ≤ 3 years (GIS 2)

[Maturity here refers to the final expected maturity or if relevant the first call option of the instrument; in the case of funds the maturity will be the redemption period; in the case of call or notice accounts, the notice period].

20.0 Sub-portfolio (managed by an external manager) WAM ≤ 3years
Individual maturity limit, internally managed instruments: ≤ 2 years

[In the exceptional event of the internal team taking possession of repo collateral, e.g. gilts that exceed this limit, the expectation is that these will be sold at the earliest opportunity, subject to market conditions]

21.0 Individual maturity limit, externally managed instruments: ≤ 5 years
[Note – in the case of RMBS these limits apply to the date by which all principal is expected to received, based on analysis of the underlying mortgage pool and indicated call dates – the legal maturity date, based on the longest dated mortgage in the relevant pool, is not limited given the extremely low probability of the bond failing to be repaid by that time;

In the case of covered bonds, these limits apply to the expected maturity date, which may not include the exercise of the extension option]

22.0 Limit for total exposure >12months: ≤25% of total daily balance.

23.0 Forward Dealing limit: aggregate value of outstanding forward deals ≤20% of daily balance; forward deals must not be struck with an individual counterparty if the limit forecasts defined in 5.0 indicate this is likely to cause an exception. See also 42.0 for credit risk management of forward deals.
[The GIS defines 'forward' as negotiated more than 4 banking days in advance of delivery. The CIO may make exceptions to this limit where the counterparty is a GIS Participant and the forward period is less than 3 months]

24.0 Internally managed investments should only be made where GIS cash flow forecasts or best estimates suggest the instrument may be held to maturity. Externally managed investments may be purchased with lower certainty subject to the provisions of 12.0

Counterparty Concentration Limits

(Apply individually and cumulatively to groups)

25.0 The total exposure to a group of companies (a parent company and any subsidiaries, i.e. companies of which it owns 20% or more of authorised share capital) shall not exceed the maximum individual exposure limit of the constituents of the group.

26.0 Maximum unsecured exposure to company or group: ≤5% (subject to enhancements below)

27.0 Enhanced limits apply for UK Government (including the Debt Management Account Deposit Facility, Local Authorities and bodies eligible for PWLB finance) and institutions covered by Capita's Colour Banding Methodology:

Cash Exposure Limits – applied to individual counterparties		
Band	**Overnight**	**> 1 day**
UK Sovereign	100%	100%
Yellow	50%	25%
Purple	50%	20%
Orange	25%	15%
Red	25%	10%
Green	10%	5%
No Colour	5%	5%

28.0 The Bands above are calculated based on a range of credit ratings data, including published rating Watches and Outlooks. Where the price of 5 year Credit Default Swaps for a given counterparty exceeds barrier levels proposed by Capita with regard to market history, the Band will normally be adjusted downwards. The CIO may postpone such adjustments in consultation with the Syndics, for instance, if it is felt that changes in CDS prices do not reflect an increase in the individual credit risk of a particular counterparty.

29.0 Additionally, an enhanced overnight limit of 100% applies to the GIS banker, RBS.

30.0 If, in the judgement of the Chief Investment Officer, the structure of a bond associated with a local authority is such that the credit risk is not identical to a bilateral loan with that authority, the rating of the bond itself will be used and the 5% limit will apply.

31.0 Maximum aggregate exposure including indirect or collateralised exposures:

Security Type	Cumulative Enhancement
Non-specified Repo	2.5%
Covered Bond	5%
RMBS	7.5%
Specified Repo	10%

[These enhancements are cumulative so the maximum possible total enhancement is 10% above is the counterparty's senior unsecured limit]

Geo-political risk limits [under review]

32.0 Maximum exposures to non-UK institutions apply by country, based on the relevant sovereign ratings outlined in the table below:

Max. Aggregate Exposure (%)	Fitch Sovereign Rating	S&P Sovereign Rating	Moody's Sovereign Rating
25	AAA	AAA	Aaa
15	AA+	AA+	Aa1
5	AA	AA	Aa2

33.0 Where more than one rating is available the lowest common denominator will be used, unless in the opinion of the CIO there is an overriding reason to favour or disregard a particular agency's view. The use of this discretion will be reported immediately to the Syndics.

34.0 If 5y CDS spreads for the relevant country's central government bonds exceed barrier levels from time to time agreed by the Syndics on the advice of Capita or the CIO, the aggregate exposure limit will normally be reduced to that of the lower rating, or in the case of a AA sovereign, further investment will be suspended. The CIO may postpone such adjustments in consultation with the Syndics.

35.0 The Participants recognise that the approach above does not perfectly mitigate geopolitical risks, therefore the CIO is empowered to suspend investment in any particular country should concerns arise. The use of this discretion will be reported immediately to the Syndics.

Credit Risk Limits

36.0 Permitted issuer credit ratings and equivalence mappings

Senior Unsecured Bond and/or Issuer Ratings					
Long term			Short term		
Fitch	**Moody's**	**S&P**	**Fitch**	**Moody's**	**S&P**
AAA	Aaa	AAA			
AA+	Aa1	AA+			
AA	Aa2	AA	F1+	P-1	A-1+
AA-	Aa3	AA-			
A+	A1	A+			
A	A2	A	F1	P-1	A-1
A-	A3	A-			
BBB+	Baa1	BBB+			
BBB	Baa2	BBB	F2	P-2	A-2

Structured Finance Ratings		
Fitch	**Moody's**	**S&P**
AAA_{sf}	Aaa (sf)	AAA (sf)
$AA+_{sf}$	Aa1(sf)	AA+ (sf)

Money Market Fund Ratings		
Fitch	**Moody's**	**S&P**
AAA_{mmf}	Aaa-mf	AAAm

Other Permitted Fund Ratings		
Fitch	**Moody's**	**S&P**
AAA_f	Aaa-bf	AAAf

37.0 Where more than one rating is available the lowest common denominator will be used, unless in the opinion of the CIO there is an overriding reason to favour or disregard one particular agency's view. The use of this discretion will be reported immediately to the Syndics.

38.0 For internally managed investments Credit Factors will also be calculated individually and Portfolio Credit Factor (PCF) on a book value weighted average basis with reference to the following tables:

Credit Factors based on Issuer Default Rating (Fitch and Fitch Equivalents) Use instrument rating or if not rated, rating of Issuer.									
Days	AAA	AA+	AA	AA−	A+	A	A−	BBB+	BBB
O/N	0.01	0.01	0.01	0.01	0.02	0.03	0.04	0.07	0.10
2-7	0.02	0.04	0.06	0.10	0.15	0.20	0.30	0.50	0.80
8-30	0.10	0.15	0.25	0.40	0.60	0.75	1.30	2.10	3.50
31-60	0.20	0.30	0.50	0.80	1.20	1.50	2.60	4.20	7.00
61-90	0.25	0.50	0.75	1.25	1.50	2.50	5.00	7.50	10.00
91-120	0.35	0.65	1.00	1.50	2.30	3.30	6.60	10.00	13.50
121-150	0.40	0.80	1.25	2.10	2.90	4.20	8.30	12.50	16.50
151-180	0.50	1.00	1.50	2.50	3.50	5.00	10.00	15.00	20.00
181-210	0.60	1.20	1.75	3.00	4.00	5.80	11.70	17.50	23.50
211-240	0.70	1.30	2.00	3.30	4.70	6.60	13.30	20.00	27.00
241-270	0.75	1.50	2.25	3.75	5.25	7.50	15.00	22.50	30.00
271-300	0.80	1.70	2.50	4.20	5.80	8.30	16.70	25.00	33.50
301-330	0.90	1.85	2.75	4.60	6.50	9.20	18.50	27.50	37.00
331-397	1.00	2.00	3.00	5.00	7.00	10.00	20.00	30.00	40.00
398-730	2.70	5.30	8.00	13.00	19.00	27.00	43.00	69.00	106.00

Other treatments	
UK Government (including the Debt Management Account Deposit Facility, Local Authorities and bodies eligible for PWLB finance)	Treat as AAA above Except: If, in the judgement of the Chief Investment Officer, the structure of a bond associated with a local authority is such that the credit risk is not identical to a bilateral loan with that authority, the rating of the bond itself will be used
Instruments explicitly guaranteed by IG entity or sovereign national government meeting acceptable sovereign ratings per 32.0	Use Credit Factors appropriate to guarantor strictly for the period of the guarantee, reverting to rating of issuer thereafter
Repo	Use Credit Factors appropriate to repo counterparty, not collateral; Unrated or sub-BBB counterparty with >102% Gilt/T-bill collateralisation – treat as BBB
Approved fund, e.g. AAA_{mmf}	Use Credit Factor of 1.5
Covered Bonds or RMBS	Use Credit Factor of 5

39.0 Where a counterparty's (or its country of domicile's) 5 year CDS spreads exceed barrier levels from time to time agreed by the Syndics on the advice of Capita or the CIO, the Credit Factor used for the PCF calculation will be from the factor set of one or more notches below the issuer or security rating (e.g. If a AA+ counterparty's CDS spread exceeds the first barrier level, AA factors will be used to the PCF).

40.0 The following limits apply at all times:

- Maximum Credit Factor of any single security: 10.00
- Maximum PCF: 5.00

41.0 The PCF will be calculated and recorded daily.

42.0 The total contractual exposure of any transaction with counterparty, i.e. in the case of a forward deal, the forward period PLUS the eventual length of the deal should be considered at the time of the

transaction and compared to table 38.0 – the Credit Factor for the total exposure period at the counterparty's credit rating at the time of the deal must not exceed 10.

Deposit Facility of Last Resort

43.0 In the circumstance of being unable to place funds with counterparties within approved limits, the Investment Manager will attempt to place the surplus funds with the Debt Management Account Deposit Facility (DMADF). This facility may, of course, also be used in other circumstances if it offers rates above equivalent market levels, though in past experience this is unlikely.

44.0 In the instance of technical failures or unexpected monies being received after the cut-off time for sending payments, the GLA, as the GIS Investment Manager, will have no choice but to leave the funds with the GLA's bankers, RBS. In such circumstances, the funds will be moved to the GLA's call account at RBS.

Custody Arrangements

45.0 Internally or externally managed securities may be held by a Custodian; in such circumstances:

a. The Custodian or any Sub-Custodian employed by the Custodian (whichever actually holds the GIS securities) must be Fitch A- rated or equivalent
b. Any cash held by the Custodian or any Sub-Custodian pending transactions must be properly identified as an unsecured deposit and consolidated into the PCF calculation
c. The Custodian or any Sub-Custodian shall not be entitled to invest such cash in any money market fund or other product without the permission of the GIS. Any such investment must meet the criteria of 17.0.

46.0 The above applies to any Custodian or Sub Custodian holding collateral on behalf of the GIS in respect of a Repo transaction. Note – 'Held in Custody' Repos where collateral is held at the borrower's custodian in the borrower's title are NOT permitted.

CIO Discretions

47.0 The CIO may restrict the use of any counterparty for any reason related to the management of risk, including reputational risk to any Participant. Such restrictions may be overturned by any majority of Syndics.

48.0 When postponing CDS-driven adjustments to exposure limits, the Group Treasury team will notify the Syndics of the CIO's decision immediately. Syndics will have until 12pm to register concerns otherwise the decision will be implemented for that day. Any majority of Syndics may reverse the decision subsequently.

49.0 All above mentioned CIO discretions may also be exercised by the GLA's statutory CFO and his deputy.

Responsible Investment

50.0 All investment will be made in accordance with the following policy with respect to fossil fuel companies:

GLA Group Responsible Investment Statement on Climate Change

The Greater London Authority is committed to a number of principles which guide their investment decisions. The Greater London Authority will consider non-financial factors when investing, such as alignment of the activities of investment counterparties with Mayoral policy on environmental and social impact, providing no compromise of fiduciary duty arises from such considerations.

Regarding climate change in particular, the Authority will not actively invest in companies or projects ("fossil fuel companies" and "fossil fuel projects") that derive more than 10% of revenues from the extraction of fossil fuels, ignore the impact and risks associated with the use of fossil fuels, and are unable to demonstrate a commitment to achieving environmental benefits, in particular through a plan to limit climate change in line with the Paris Agreement:

http://unfccc.int/paris_agreement/items/9485.php

The Authority notes a distinction between Natural Gas, which will continue to play a valuable role out to 2030, both for heating and for electricity generation, and other fossil fuels; nevertheless the Authority would expect a demonstrable commitment to achieving environmental benefits from companies involved in gas extraction.

In order to assess the level of commitment to achieving environmental benefits, the Authority will make use of the Transition Pathway Initiative, as adopted by a range of leading institutional investors:

http://www.lse.ac.uk/GranthamInstitute/tpi/about/

Where such investments are already in place, and opportunities for engagement and reform of the company or project do not exist, the Authority will make all reasonable efforts to divest provided that this will result in no material financial detriment (either through cost or increased investment risk).

The Authority views divestment and avoidance of any long term financial exposure to such companies or projects as entirely consistent with its fiduciary duty to protect and obtain best value from public funds. This is also consistent with the Mayor of London's climate change goals and commitment to ensuring that optimum low carbon investment decisions are taken, to help to maximise social and economic benefits. .

To explain these statements concisely the Authority makes the following definitions, with examples of application:

"invest" – in this context, investment means the acquiring ownership of all or part of a fossil fuel company or otherwise providing financial support to such a company or any project which ignores the environmental impact and risks associated with Fossil Fuels;

"actively" – means making a choice to invest based on a direct assessment of that company or project or to knowingly create a long term economic interest in such companies or projects.
"environmental benefits" – means reducing net carbon emissions over time.
"opportunities for engagement" – means the ability to meaningfully influence the strategy or development of the company or project. This might be through the exercise of voting rights, either individually or alongside like-minded investors or other routes;
"ignoring the impact and risks associated with fossil fuels" – means continuing or developing new business activities contributing to climate change through fossil fuel emissions or environmental damage resulting from relevant fuel extraction without regard to development of new and sustainable alternatives or other transition planning towards a lower environmental impact.
"long term financial exposure" – means exposure for more than 12 months, either through actual investment or commitments to invest (contingent or otherwise) where the length of the commitment plus the expected duration of the investment exceeds this period.
Examples of application:

- Making a loan to a fossil fuel company in order fund expansion of conventional extraction activities would meet the definition of investment for these purposes; making a loan to a fossil fuel company to develop an alternative technology would not.
- Purchasing a fossil fuel company bond, from another bond holder would not meet the definition as it does not lead to ownership or engagement, nor provide new financial assistance to the company. Participating in the purchase of newly issued long term bonds may or may not classify as investment depending on the proposed use of proceeds.
- Commercial Paper or other debt instruments with less than a year to maturity would not constitute investment in this context as there is no associated ownership or engagement, nor do the longer term risks associated with exposure to unsustainable industries (which this strategy seeks to mitigate) apply over the life of such instruments.
- Directly purchasing equity in a fossil fuel company would constitute an active investment.
- Buying units in an exchange-traded tracker fund, where the index is known to contain fossil fuel companies may or may not constitute an active investment. It would be active if the intent was for the allocation to be a permanent part of the investment portfolio *and* the composition of the index was weighted more than 10% towards fossil fuel companies; it would not if the purchase was made to maintain broad market exposure, for instance during a transition between active portfolios. In any circumstance, the Authority seeks to influence the composition of the market (reflected in passive investments) through its own active decisions and those of likeminded partners.
- Circumstances involving conglomerates with a mixture of subsidiaries, some of which may meet the fossil fuels company definition (whereas others may, for example, be focused on renewable energy), would be considered on a case-by-case basis, with investment being possible if the overall

corporate strategy appears to be environmentally sustainable and offset the financial risks this statement seeks to mitigate.

Explanatory Notes

Background to the GIS Investment Strategy

i. The GIS is a vehicle for investing pooled short term cash balances belonging to 'participants', currently the Greater London Authority (GLA), the London Fire and Emergency Planning Authority (LFEPA), the London Legacy Development Corporation (LLDC), the London Pensions Fund Authority (LPFA) and the Mayor's Office for Policing and Crime (GLA). The GLA acts as the Investment Manager under the supervision of the Syndics (the participants' respective chief financial officers).
ii. By pooling resources, the participants can achieve economies of scale through larger individual transactions; can exploit the greater stability of pooled cash flows to obtain better returns and can achieve greater levels of diversification.
iii. A risk sharing agreement ensures risk and reward relating to each investment within the jointly controlled portfolio are shared in direct proportion to each participant's daily investment.
iv. The Investment manager (the GLA) operates the GIS cash balances in accordance with the GIS Investment Strategy

4.0

i. Reporting thresholds are capped at £25m and £50m, these limits are conservative based on the expected scale of the GIS – based on the GIS composition as at 30 June the absolute exposure reporting thresholds for each participant would be:

£m	**25**	**50**
GLA	20.4	40.8
LFEPA	0.2	0.5
MOPAC	0.2	0.3
LPFA	2.8	5.7
LLDC	0.2	0.4

17.0

i. The concept of "Specified" and "Non–Specified" Investments is defined in the DCLG Guidance on Local Government Investments (revised 2010).

Specified Investments

ii. An investment is a Specified investment if all of the following apply:

a) The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling;
b) The investment is not a long-term investment (i.e. due or required to be repaid within 12 months);

c) The making of the investment is not defined as capital expenditure by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 3146 as amended) (i.e. the investment is not share capital in a body corporate)
d) The investment is made with a body or in an investment scheme of high credit quality (defined by the minimum credit ratings outlined in table 17.0) or with one of the following public-sector bodies:

- The United Kingdom Government
- A local authority in England or Wales (as defined in section 23 of the 2003 Local Government Act) or a similar body in Scotland or Northern Ireland
- A parish council or community

Non Specified Investments

iii. Non-Specified Investments are defined as investments assessed by the GIS Participants to be appropriate and prudent, but not meeting the one or more of the Specified Investments criteria.

New instruments introduced since previous strategy

iv. Reflecting increased market risk and difficulties in diversifying, this strategy introduces the new and highly secure option of UK Residential Mortgage Backed Securities, which provides a genuine diversification away from institutional credit risk and additional options for secured lending, enabling limits to be increased with existing counterparties in exchange for security of some sort of asset in the event of the borrower becoming insolvent.

v. RMBS

- Since the approval of the GIS Participants' Treasury Strategies, which all set out the rationale for senior UK Prime and Buy to Let RMBS, the GLA has appointed two managers to manage £100m each of GLA core cash in this asset class.

  Almost half of the investments were made prior to the market turbulence following the EU referendum, enabling the GLA to reduce its exposure to banks; additionally, this action has provided an excellent market test of extreme conditions for the asset class. Unlike a number of banks and the UK itself, the ratings of UK RMBS were untouched by the negative market perception of the UK's actions and liquidity in the asset class was no worse than any other within the current investment strategy. Yield remains higher than other available options.

- 15 UK Banks and Building Societies have over £100bn of AAA-rated RMBS outstanding, via bankruptcy-remote issuing companies, which ensures full credit de-linkage

- This report therefore recommends inclusion of UK RMBS in the GIS subject to the limits proposed and the overall GIS WAM limit, in order to reduce risk and improve returns. The 20% limit reflects the fact that the GIS currently has a 91 day WAM limit and most of these instruments will have a WAM > 1 year.

- Only senior RMBS are permitted at this stage, i.e. the GIS has first priority over the cash flows from the underlying pools of thousands of diversified UK residential prime or buy-to-let mortgages. These to date have always been AAA rated at inception with some isolated cases of downgrades to AA+ due to lower ratings of associated counterparties within the RMBS structure such as the bank servicing the mortgages, rather than the underlying mortgages, reflecting the increased risk of possible payment disruption should the servicing bank fail (though no increased risk of non-payment). The strategy does not exclude these downgraded senior notes as the risk of loss is still very low but it should be noted that changes to RMBS structures since 2008 make this circumstance very unlikely in future.

- The cash flows from RMBS are generated by both interest and principal repayments of the mortgages in the relevant pool. In particular, when homeowners refinance (or move house) the pool experiences principal inflows, which are then passed through to the RMBS bondholders (which the most senior tranches, proposed here, receive before all others). Refinancing typically occurs much earlier than the final date of the mortgage, therefore it is not proposed to limit the legal maturity of RMBS, as these are set with reference to the longest dated mortgage in the pool and do not reflect the expected maturity date. In addition, RMBS deals are structured with financial penalties for the issuer beyond the expected maturity date, to ensure that deals mature as expected.

- The strong cash flow characteristics of senior RMBS mean that principal is repaid incrementally, therefore a proposed WAM limit of 3 years per security for the whole RMBS portfolio is proposed alongside a 5 year expected final maturity limit per security.

vi. Covered Bonds

- Covered bonds are also secured on mortgage assets, but do not depend on mortgages for the cash flows. They are more like a normal bond issued by the relevant bank or building society except that should the issuer default, the covered bond holders will have security over the banks' mortgage assets, which could be sold to another bank to meet the obligation.

- Whilst the credit risk is clearly lower than unsecured lending to the issuer, the situation is different to RMBS and when the issuer is downgraded, covered bonds are typically downgraded too. Accordingly, the strategy does not permit the use of covered bonds issued by counterparties who do not themselves meet approved investment criteria.

- Another feature of covered bonds are extension clauses, typically of 2 years. For this reason, the strategy only permits the use of counterparties of A- rating or above to allow for downgrades over the extension period, should it be invoked.

- Because they are lower risk than unsecured lending to a given counterparty, covered bond yields are generally lower. Accordingly, the main circumstance in which they would be used in the current environment is to increase exposure to a strong and well understood counterparty already at its unsecured concentration limit.

vii. Repurchase Agreements "Repos"

- Repos are a form of secured lending whereby rather than lend directly to a counterparty, the GIS would buy from them a security e.g. a bond and agree to sell it back at an agreed (higher) price at a future date. The profit on this transaction replaces interest in a normal lending agreement but there is the additional feature that if the borrower becomes insolvent, the GIS may keep the security, which is referred to as collateral.

- For this reason, only securities that meet GIS criteria may be accepted as collateral, however the duration limits of 21.0 and 20.0 do not apply since the expectation is that the collateral will be disposed of at the first opportunity and over-collateralisation provides mitigation for any price movement.

- Furthermore, if such a default occurred, the GIS may need to sell the collateral for cash flow reasons so there may be some price risk between the default and the sale. Therefore, minimum levels of collateral, expressed as a percentage of the market value of collateral relative to the purchase price, are proposed.

- The strategy permits very limited repo exposure (2.5% and 10% in aggregate) to counterparties not meeting unsecured investment criteria. In this case, minimum collateral is set at 102% (in line with minimum standards for repo use by AAA rated money market funds) and the provision is designed to enable transactions with pension funds engaged in liability hedging activities, to mutual advantage.

- There are a number of ways to implement a repo. This is delegated to officers and their advisors or external managers, however per 46.0, legal title to the collateral must be unequivocally obtained and safe custody arrangements be in place.

- Repos will provide a further tool for balancing GIS risk and return: the risk is very much lower than unsecured lending to banks and others, although not as low as T-bills, however repo returns are slightly higher than T-Bills and there is more flexibility with maturity dates.

20.0

i. For the purposes of this limit, WAM is the sum of each expected nominal cashflow and its respective expected incidence in days from the calculation date, divided by the total nominal cashflows; the use of expectations rather than contractual maturities reflects the use of instruments like RMBS which are subject to uncertain repayments. The Syndics place reliance on the systems and investment process of appointed managers to monitor and implement this limit.

28.0

i. Credit Default Swaps (CDS) are effectively insurance contracts against a given counterparty defaulting; their price (typically expressed as an additional interest cost or 'spread' in basis points – i.e. 100ths of one percent). Higher prices may therefore reflect greater market perception of risk, although other supply and demand factors can distort this, including the activity of speculators. For this reason, the CIO has discretion to propose postponements to the impact of CDS data on limits.

ii. Although the GIS typically participates in short term investments, it refers to 5 year CDS prices as this market has higher volumes of trading and therefore more accurately reflects market sentiment.

iii. The GIS's advisor and data provider, Capita, proposes barrier levels dependent on market conditions as indicated by one of the main CDS indices, ITRAXX 5 year senior financials.

iv. When the ITRAXX is below 100 basis points, a counterparty's limit band will be adjusted down one notch if their CDS price is between 100 and 150 or to 'no colour' if above 150

v. When the ITRAXX is above 100, a counterparty's limit band will be adjusted down one notch if their CDS price between 1 and 50 basis points above the ITRAXX or to 'no colour' if more than 50 basis points above.

38.0

i. Book value weighted average here means the sum of the products of principal sums invested (plus any capitalised interest, less any impairments or partial repayments but excluding any accrued interest or unrealised gains or losses) and the respective Credit Factors at the date of calculation, divided by the sum of principal sums invested (plus any capitalised interest, less any impairments or partial repayments but excluding any accrued interest or unrealised gains or losses)

49.0

i. In the absence of the CIO, the senior member of the Group Treasury team present should assume responsibility for reviewing circumstances where discretion might be used, and make appropriate recommendations to the CFO or deputy, who will decide whether to exercise their powers under this strategy.

Approved by Signatories:

MARTIN CLARKE

Syndic, GLA

Date: .....

SUE BUDDEN

Syndic, LFEPA

Date: .....

GERRY MURPHY

Syndic, LLDC

Date: .....

SIOBHAN PETERS

Syndic, MOPAC

Date: .....

DAVID GALLIE

Syndic, LPFA

Date: .....

Appendix 6: Treasury Management Practices: Main Principles

1.0 INTRODUCTION

1.1 The Treasury Management Practices (TMPs): Main Principles below set out the manner in which the Authority will seek to achieve its Treasury policies and objectives. These TMPs: Main Principles follow the wording recommended by the latest edition of the CIPFA Treasury Management Code.

1.2 TMPs: Main Principles are supported by TMPs: Schedules, which provide specific details of the systems and routines employed and the records to be maintained to deliver the TMPs: Main Principles. These Schedules are maintained and updated as necessary, being operational procedures and forming an integral part of the Authority's treasury management manual.

1.3 Approval and monitoring of TMPs is a matter for local decision. As such the TMPs: Principles will be approved by the Authority and monitored by the Executive Director of Resources and annually reviewed by the Authority before the start of the year.

1.4 TMPs: Schedules will be approved, monitored and annually reviewed by the Executive Director of Resources.

1.5 Scrutiny of the approval and monitoring of TMPs will be performed by the Budget and Performance Committee following recommendations by the Executive Director of Resources.

2.0 TMP1 RISK MANAGEMENT

2.1 General statement

2.1.1 The Executive Director of Resources will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the Authority's objectives in this respect, all in accordance with the procedures set out in TMP6 'Reporting requirements and management information arrangements'.

2.1.2 In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the TMPs: Schedules.

2.2 Credit and counterparty risk management

2.2.1 The Executive Director of Resources regards a key objective of the Authority's treasury management activities to be the security of the principal sums it invests. Accordingly, he/she will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit investment activities to the instruments, methods and techniques referred to in the TMP4 Approved instruments, methods and techniques and listed in the TMPs: Schedules. The Executive Director of Resources also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which the Authority may borrow, or with whom it may enter into other financing arrangements.

2.3 Liquidity risk management

2.3.1 The Executive Director of Resources will ensure the Authority has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business /service objectives.

2.3.2 The Executive Director of Resources will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

2.4 Interest rate risk management

2.4.1 The Executive Director of Resources will manage Authority exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 'Reporting requirements and management information arrangements'.

2.4.2 The Executive Director of Resources will achieve this by the prudent use of Authority approved instruments, methods, and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.

2.5 Exchange rate risk management

2.5.1 The Executive Director of Resources will manage its exposure to fluctuations in exchange rates, so as to minimise any detrimental impact on its budgeted income/expenditure levels.

2.6 Refinancing risk management

2.6.1 The Executive Director of Resources will ensure that Authority borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the Authority as can reasonably be achieved in the light of market conditions prevailing at the time.

2.6.2 The Executive Director of Resources will actively manage Authority relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

2.7 Legal and regulatory risk management

2.7.1 The Executive Director of Resources will ensure that all Authority treasury management activities comply with statutory powers and regulatory requirements. He/She will demonstrate such compliance, if required to do so, to all parties with whom the Authority deals in such activities. In framing its credit and counterparty policy under TMP[1] 'credit and counterparty risk management', he/she will ensure that there is evidence of

counterparties' powers, authority and compliance in respect of the transactions they may effect with the Authority, particularly with regard to duty of care and fees charged.

2.7.2 The Executive Director of Resources recognises that future legislative or regulatory changes may impact on treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Authority.

2.8 Fraud, error and corruption, and contingency management

2.8.1 The Executive Director of Resources will ensure that he/she has identified the circumstances which may expose the Authority to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, he/she will maintain effective contingency management arrangements, to these ends.

2.9 Market risk management

2.9.1 The Executive Director of Resources will seek to ensure that the Authority's stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect the Authority from the effects of such fluctuations.

3.0 TMP2 PERFORMANCE MEASUREMENT

3.1 The Executive Director of Resources is committed to the pursuit of value for money in the Authority's treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in the Authority's treasury management policy statement.

3.2 Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in the TMPs: Schedules.

4.0 TMP3 DECISION-MAKING AND ANALYSIS

4.1 The Executive Director of Resources will maintain full records of Authority treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching these decisions are detailed in the TMPs: Schedules.

5.0 TMP4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

5.1 The Executive Director of Resources will undertake Authority treasury management activities by employing only those instruments, methods and techniques detailed in the schedule to this document, and within the limits and parameters defined in TMP1 'Risk management'.

6.0 TMP5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

6.1 The Executive Director of Resources considers it essential, for the purposes of the effective control and monitoring of the Authority's treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

6.2 The principal on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

6.3 If and when the Authority intends, as a result of lack of resources or other circumstances, to depart from these principles, the Executive Director of Resources will ensure that the reasons are properly reported in accordance with TMP6 'Reporting requirements and management information arrangements', and the implications properly considered and evaluated.

6.4 The Executive Director of Resources will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The Executive Director of Resources will also ensure that at all times those engaged in treasury management will follow the policies and procedures. The present arrangements are detailed in the TMPs: Schedules.

6.5 The Executive Director of Resources will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in the TMPs: Schedules

6.6 The delegations to the Executive Director of Resources in respect of treasury management are set out in the TMPs: Schedules. The Executive Director of Resources will fulfil all such responsibilities in accordance with the Authority's policy statement and TMPs and if a CIPFA member, the 'Standard of Professional Practice on Treasury Management'.

7.0 TMP6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS.

7.1 The Executive Director of Resources will ensure that regular reports are prepared and considered on the implementation of Authority treasury management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

7.2 As a minimum:

The Authority will receive

- an annual report on the proposed strategy and plan to be pursued in the coming year

- a mid-year review

- an annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's treasury management policy statement and TMPs.

7.3 The GLA Audit Panel, as the body with responsibility for the scrutiny of treasury management policies and practices, will receive regular monitoring reports on treasury management activities and risks.

7.4 The GLA Audit Panel responsible for scrutiny, such as an audit or scrutiny committee, will have responsibility for the scrutiny of treasury management policies and practices.

7.5 Local authorities should report the treasury management indicators as detailed in their sector-specific guidance notes.

7.6 The present arrangements and the form of these reports are detailed in the TMPs: Schedules.

8.0 TMP7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

8.1 The Executive Director of Resources will prepare, and the Authority will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 'Risk management', TMP2 'Performance measurement', and TMP4 'Approved instruments, methods and techniques'.

8.2 The Executive Director of Resources will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP6 'Reporting requirements and management information arrangements'.

8.3 The Executive Director of Resources will account for the Authority's treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory requirements in force for the time being.

9.0 TMP8 CASH AND CASH FLOW MANAGEMENT

9.1 Unless statutory or regulatory requirements demand otherwise, all monies in the hands of this Authority will be under the control of the Executive Director of Resources, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Executive Director of Resources will ensure that these are adequate for the purposes of monitoring compliance with TMP1 (1.3) 'Liquidity risk management'. The present arrangements for preparing cash flow projections, and their form are set out in the TMPs: Schedules.

10.0 TMP9 MONEY LAUNDERING

10.1 The Executive Director of Resources is alert to the possibility that the Authority may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are detailed in the TMPs: Schedules.

11.0 TMP10 TRAINING AND QUALIFICATIONS

11.1 The Executive Director of Resources recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. He/She will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Executive Director of Resources will recommend and implement the necessary arrangements.

11.2 The Executive Director of Resources will ensure that Authority members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

11.3 Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

11.4 The present arrangements are detailed in the TMPs: Schedules.

12.0 TMP11 USE OF EXTERNAL SERVICE PROVIDERS

12.1 The Authority recognises that responsibility for the treasury management decisions remains with the Authority at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid overreliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Executive Director of Resources, and details of the current arrangements are set out in the TMPs: Schedules.

13.0 TMP12 CORPORATE GOVERNANCE

13.1 The Authority is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principals and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

13.2 This Authority has adopted and implemented the key principles of the TM Code. This, together with the other arrangements detailed in the TMPs; Schedules, are considered vital to the achievement of proper corporate governance in treasury management, and the

Executive Director of Resources will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Appendix 7: Treasury Management Outturn position for 2015-16 and mid-year position for 2016-17

1. Summary Portfolio Position

Current Treasury Management Position	Actual as at 31 March 2015		Actual as at 31 March 2016		Actual as at 30 September 2016	
	£m	Av. Rate	£m	Av. Rate	£m	Av. Rate
External Borrowing						
Long Term Borrowing	3,563.25	3.50%	3,595.38	3.50%	3,686.38	3.43%
Short Term Borrowing	35.00	0.75%	112.00	0.57%	116.00	0.60%
Total External Borrowing (A)	3,598.25		3,707.38		3,802.38	
Other Long Term Liabilities						
PFI Liability	0.00		0.00		0.00	
Finance Lease Liability	0.00		0.00		0.00	
Total Other Long Term Liabilities (B)	0.00		0.00		0.00	
Total Gross Debt (A+B)	3,598.25		3,707.38		3,802.38	
Capital Financing Requirement*	3,630.12		3,619.18		3,678.50	
Less Other Long Term Liabilities	0.00		0.00		0.00	
Underlying Capital Borrowing Requirement (C)	3,630.12		3,619.18		3,678.50	
Under/(Over) Borrowing (C-A)	31.87		-88.20		-123.88	
Investments (D)	998.95	0.72%	1,752.59	0.72%	1,648.57	0.69%
Net Borrowing/(Investments) (A-D)	2,599.30		1,954.79		2,153.81	

2. Treasury Management Budget

	2015-16 Opening Estimate £m	2015-16 Year End Actual £m	Variance between Opening Estimate and Year end Actual £m	2016-17 Opening Estimate £m	2016-17 Actual as at 30.9.15 £m	2016-17 Revised Estimate £m	Variance between Opening Estimate and Revised Estimate £m
PWLB Interest payable	125.10	125.51	0.41	125.10	63.30	126.46	1.36
Interest receivable	-8.30	-9.97	-1.67	-8.00	-6.05	-8.76	-0.76
Minimum Revenue Provision & Vol Revenue Provision	101.10	101.10	0.00	101.10	19.00	101.10	0.00
Total	217.90	216.64	-1.26	218.20	76.25	218.80	0.60

3. Prudential Code Indicators and Treasury Management Limits

i) Capital Financing Requirement

	2015-16 Original Estimate £m	2015-16 Year End Actual £m	2015-16 Variance between Original Estimate and Year End Actual £m	2016-17 Original Estimate £m	2016-17 Revised Estimate £m	2016-17 Variance between Original Estimate and Revised Estimate £m
Total CFR	3,464.40	3,619.10	154.70	3,764.00	3,678.50	(85.50)

ii) Authorised Limit for External Debt

	2015-16 Final Authorised Limit £m	2015-16 Actual External Debt £m	Headroom £m	2016-17 Original Authorised Limit £m	2016-17 Actual External Debt As At 30.09.15 £m	Headroom £m	2016-17 Revised Authorised Limit £m
Borrowing	4,600.00	3,707.38	892.62	4,800.00	3,802.38	997.62	4,800.00
Other long term liabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	4,600.00	3,707.38	892.62	4,800.00	3,802.38	997.62	4,800.00

iii) Operational Boundary for External Debt

	2015-16 Final Operational Boundary £m	2015-16 Actual External Debt £m	Headroom £m	2016-17 Original Operational Boundary £m	2016-17 Actual External Debt As At 30.09.15 £m	Headroom £m	2016-17 Revised Operational Boundary £m
Borrowing	4,290.00	3,707.38	582.62	4,300.00	3,802.38	497.62	4,300.00
Other long term liabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	4,290.00	3,707.38	582.62	4,300.00	3,802.38	497.62	4,300.00

iv) Net Borrowing Upper Limits to Fixed and Variable Interest Rate Exposure

	Opening 2015-16	As at 31.03.16	Opening 2016-17	As at 30.09.16
	%	%	%	%
Fixed rate	100.00	189.66	100.00	167.26
Variable rate	20.00	-89.66	0.00	-67.26

NB: when the limits were set they were set on the basis of Gross debt, whilst the definition of the indicator refers to net debt. All current long term debt is on a fixed rate basis whilst by definition investments will be variable as they are set for less than one year. The use of the net indicator therefore logically will always result in a fixed rate upper limit in excess of 100%.

v) Limits for Maturity Structure of Borrowing

	Upper Limit	Lower Limit	As at 31.03.2016
	%	%	%
Under 12 months	100.00	0.00	4.07
12 months and within 24 months	100.00	0.00	1.83
24 months and within 5 years	100.00	0.00	9.58
5 years and within 10 years	100.00	0.00	25.43
10 years and above	100.00	0.00	59.09

4. Crossrail Monitoring

	Totals as at		
	31/03/2016 £m	30/09/2016 £m	31/03/2017 £m
Total borrowing of project	3,251.25	3,226.25	3,138.00
In year interest paid	118.30	58.20	116.35
In year interest receivable	0.12	0.06	0.13
Net in year interest paid	118.18	58.14	116.22
In year BRS receipts	218.30	106.80	219.00
In year payments to TfL	-	-	-

5. NLE Monitoring

	Totals as at		
	31/03/2016 £m	30/09/2016 £m	31/03/2017 £m
Total borrowing of project	201.10	321.10	321.10
In year interest paid	0.38	-	2.10
In year interest receivable	- 0.71	- 0.40	- 0.68
Net in year interest paid	- 0.33	0.40	1.42
In year payments to TfL	121.00	76.30	160.50

Agenda Item 15

Report for: Overview and Scrutiny Committee – 16th October 2017

Item number: 15

Title: Scrutiny Review on Fear of Crime

Report authorised by: Cllr Gallagher, Chair of Environment and Community Safety Scrutiny Panel

Lead Officer: Robert Mack, 020 8489 2921 rob.mack@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision:

1. Describe the issue under consideration

1.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:

(a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;

(b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;

(c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.

1.2 In this context, the Overview and Scrutiny Committee on 17 October agreed to set up a review project to look at Fear of Crime.

2. Cabinet Member Introduction

N/A

3. Recommendations

3.1 That the Committee approve the report and its recommendations and that it be submitted to Cabinet for response.

4. Reasons for decision

4.1 The Committee is requested to agree the report and the recommendations within it so that it may be submitted to the Overview and Scrutiny Committee for approval.

5. Alternative options considered

5.1 The Panel could decide not to agree the report and its recommendations, which would mean that it could not be referred to the Overview and Scrutiny Committee for approval.

6. Background information

6.1 The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.5 of the report.

7. Contribution to strategic outcomes

7.1 This review relates to Corporate Plan Priority 3 This review relates to Priority 3 – "A clean, well maintained and safe borough where people are proud to live and work"

7.2 Objective 1: "To strengthen partnerships and together work with our communities to improve their environment, enable people to feel safe and proud of where they live and work, particularly through reducing anti social behavioural and environmental crime." The outcome indictor is fear of crime i.e. "To what extent are you worried about crime in the area?".

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

Finance and Procurement

8.1 Where there are financial implications of implementing the recommendations within this report, it is important that the recommendations are fully costed and a funding source identified before they can be agreed. If the recommendation requires funding beyond existing budgets or available external funding, then Cabinet will need to agree the additional funding before any proposed action can proceed.

Legal

8.2 Under Section 9F Local Government Act 2000 ("The Act"), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions. Overview and Scrutiny Committee also have the powers to make reports or recommendations to the executive or to the authority on matters which affect the authority's area or the inhabitants of its area. Under Section 9FA of the Act, Overview and Scrutiny Committee has the power to appoint a sub-committee to assist with the discharge of its scrutiny functions. Such sub-committee may not discharge any functions other than those conferred on it.

8.3 Pursuant to the above provisions, Overview and Scrutiny Committee has establish Scrutiny Review Panels of which include Environment and Community

Safety Scrutiny Panel to discharge on its behalf defined scrutiny functions. On the request from Overview and Scrutiny Committee, Environment and Community Safety Scrutiny Panel has undertaken a review of the fear of crime. In accordance with the Council's Constitution, the Panel must refer the outcome of its review to Overview and Scrutiny Committee for consideration and approval.

8.4 The remit of the Scrutiny Panel's review is defined in the terms of reference set out in Paragraph 1.2 of the review report. The Scrutiny Panel should keep to the terms of reference and ensure that its findings and recommendations are based good evidence, accord with good practice and are reasonable and rational.

Equality

8.5 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.

8.6 The Panel has aimed to consider these duties within this review and, in particular;

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

9. Use of Appendices

Appendix A: Draft report of Scrutiny Review on Fear of Crime.

10. Local Government (Access to Information) Act 1985

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Scrutiny Review: Fear of Crime

A Review by the Environment and Community Safety Scrutiny Panel

2016/17

Panel Membership	Cllr Makbule Gunes (Chair)
	Cllr Barbara Blake
	Cllr Bob Hare
	Cllr Clive Carter
	Cllr Stephen Mann
	Cllr Anne Stennett
	Mr I Sygrave (Co-opted Member)

Support Officer: Robert Mack, Principal Scrutiny Support Officer
Rob.mack@haringey.gov.uk
0208 489 2921

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Chairs Foreword

Crime can have profound effects on local communities. These are not confined just to people directly involved, such as victims and witnesses. It can make others fearful and anxious and also have implications for their health, well-being and quality of life. It is a source of concern that Haringey residents have some of the highest levels of fear about crime amongst London boroughs. These levels are higher than many boroughs with similar characteristics to Haringey but with higher levels of recorded crime.

Successful action to address the crimes that cause the most concerns to local communities should help reduce fear of crime. However, it can be difficult to counter negative publicity, particularly that generated by serious incidents. Communities do not necessarily respond in a uniform way to community safety issues though and specific interventions to reduce fear of crime therefore need to be sensitive to local conditions. Conversely, there is also evidence to show that some of the groups of people with the highest levels of anxiety are amongst those with the lowest level of risk of becoming victims of crime.

A range of actions have been suggested as having the potential to reduce fear of crime but further clarity is still needed on which ones have the potential to be most successful. Evidence from other London boroughs provides no clear patterns on what works and local initiatives in Haringey that were expected to address fear of crime – such as the Team Noel Park pilot – have not always delivered all of the benefits that it was thought they might. The Panel were nevertheless convinced that the extension of licensing for privately rented accommodation, as has been undertaken by a number of other London boroughs, could play a useful role in addressing anti social behaviour.

Neighbourhood Watches can play a useful role in improving communication between residents and the Police but there are challenges in establishing them in some parts of the borough. Finding suitable accommodation to meet is one of these but this could potentially be resolved where it is an issue by the use of very modest amounts of funding from ward budgets.

Our survey provided us with some useful feedback from residents. Of particular relevance were the views that were given on things that can cause anxiety as well as what would make people feel safer. The concerns raised about speeding cars had not been anticipated and should be looked at by the Overview and Scrutiny in more detail. We had also not anticipated that improved street lighting would be raised by so many of the people who responded as something that would make them feel safer and feel that community safety issues should be taken into account in deciding which streets have their lighting upgraded first.

Finally, it should be emphasised that fear of crime is a hugely complex issue and that there are no easy or obvious answers. However, it is crucial to the quality of life of residents that they are able to feel safe and is therefore an issue that deserves a higher level of priority by the Council and its partners.



Councillor Makbule Gunes
Chair

Recommendations:

1. That reducing fear of crime be set as a separate priority by the Community Safety Partnership in the new Community Safety Strategy for the borough.

2. That action plans that may be developed by the Community Safety Partnership to reduce fear of crime be adaptable to local conditions and concerns and include targeted work with sections of the community who are disproportionately affected by it.

3. That, in developing the above-mentioned action plan, further work be undertaken to identify effective interventions, including reference to the outcomes of work by Victim Support on the link between anti social behaviour and fear of crime.

4. That action to improve communication and engagement with the community on crime and community safety issues be set as an ongoing priority for the Community Safety Partnership.

5. That, where necessary, funding from ward budgets be used to assist with the establishment and sustainment of neighbourhood watches through provision for premises hire and refreshments.

6. That the proposed introduction of a borough wide additional licensing scheme to cover houses in multiple occupation and a selective scheme to initially cover 20% of the borough, with a view to extending it across the borough in due course, be strongly supported.

7. That, in view of their positive impact in combating fear of crime, issues relating to crime and community safety be taken into account when selecting which streets are prioritised for upgrading of street lighting.

8. That the Overview and Scrutiny Committee re-visit issues regarding betting shops and, in particular, how any anti social behaviour associated with them is addressed.

9. That a report be submitted to a future meeting of the Panel on progress since the implementation of the 20 mph speed limit in residential streets within the borough.

1. Background

1.1 As part of the work planning process for 2016/17, it was proposed that the Panel look in depth at fear of crime. This would consideration of the following issues:

- 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.

Terms of Reference

1.2 It was agreed that the terms of reference would be as follows:

"To consider and make recommendations to the Council's Cabinet and/or the Haringey Community Safety Partnership on how action to reduce fear of crime might be improved so that it is more effective, better targeted and responsive to the concerns of all sections of the community."

Sources of Evidence:

1.3 Sources of evidence were:

- Research and data from a range of sources, including the Mayors Office for Policing and Crime (MOPAC);
- Interviews with officers from the Council, partner organisations and other local authorities;
- Responses to a survey of neighbourhood watches and resident associations undertaken as part of the review;
- Consultation responses from a range of young people within Haringey; and
- Performance information.

1.4 A full list of all those who provided evidence is attached as Appendix A.

Membership

1.5 The membership of the Panel was as follows:

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

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

2. Introduction

2.1 Research has shown that fear of crime can have negative effects on both individuals and communities and these can sometimes be disproportionate to the level of threat. In particular, fear of crime can erode both individual well being and community cohesion. The anxiety caused can also have a detrimental effect on quality of life and make people more susceptible to becoming a victim. Research commissioned by Age Concern in 2016 showed that it can be associated with low quality of life, limited mobility and poor health status amongst older people.

Causes and Influences

2.2 The causes and influences on fear of crime are complex. Actual levels of crime have a clear and obvious impact and media coverage of specific high profile incidents can generate additional anxiety. However, the Panel heard that the relationship between actual levels of crime and fear of crime is not straightforward.

2.3 Visible signs of neglect in an area are thought to generate fear. Litter, vandalism and poor lighting can lead to a perception by residents of withdrawal of resources. The “broken windows” criminological theory suggests that the appearance of neglect can attract low level disorder and that this can escalate if not tackled. Offenders from elsewhere will be attracted in, leading to more serious disorder and crime and residents will become increasingly more fearful and worried about crime. The theory has been subject to challenge but is still widely accepted and the basis for much policy in this area.

2.4 There is an criminological theory, linked to “broken windows”, that certain types of crime or disorderly behaviour - referred to as “signal crimes” - have a disproportionate impact upon fear of crime. Strong signals result from incidents that are of sufficient seriousness to generate a significant degree of public awareness. However, continued exposure to a succession of weaker signals can also have a significant effect.

2.5 The concept of “signal crimes” does not assume that everyone will interpret signals in the same way. Social class, age, gender, ethnicity, previous victimisation and lifestyle may influence how people respond. For example, fear of sexual assault may cause particular anxiety to women whilst for men physical assault may be a greater source of fear.

2.6 In addition, what may be interpreted as a “signal crime” by the residents in one area may not necessarily be regarded in the same way by the residents of a different area. For example, graffiti may be seen by residents as an indicator of emerging problems in a comparatively affluent neighbourhood whilst in a more deprived neighbourhood, where more serious incidents (e.g. gang related/gun crime) take place on a regular basis, additional graffiti may be less of an issue.

Confidence

2.7 Confidence can be linked to fear of crime and relates specifically to how good a job people think the Police are doing. Research has shown that those individuals who are confident that the police do a good job are more likely to:

- Report victimisation;
- Come forward with information to assist cases;
- Cooperate with the police; and
- Obey the law.

2.8 The four key drivers of confidence, according to the model that is used by the Metropolitan Police Service (MPS), are the following:

- Effectiveness in dealing with crime;
- Engagement with the community;
- Fair treatment; and
- Alleviating local anti social behaviour.

2.9 Although fear of crime is regarded as a driver of confidence, it is not considered to be a major one. Research undertaken by the MPS shows the following:

- Women are more fearful than men;
- Older people are more fearful than younger people;
- Fear of crime is higher for low income and education groups;
- Minority ethnic groups are more fearful than white people;
- Those living in inner city areas more fearful; and
- Perceived physical and social disorder in the local community can increase fear.

2.10 There is evidence that some sections of the community have disproportionate levels of concern about crime. Evidence from the MOPAC suggests that older people and people from some black and minority ethnic communities may have higher levels of anxiety. The “Britain Think” survey that was undertaken by the Council in 2014 also showed a significantly higher percentage of people over the age of 55 felt unsafe going out after dark. Higher levels of concern about anti social behaviour were also reported amongst people describing themselves as Asian or Asian/British. Ironically, both of these groups are at a comparatively low level of risk of becoming victims of crime.

Understanding Fear of Crime

2.11 The Panel received evidence from Molly Blackburn, national lead for anti social behaviour for Victim Support, on their work to develop a better understanding of fear of crime. She stated that the response of local communities to community safety issues was not uniform. There could be a split between areas with high levels of reporting and complaints and areas

with lower levels of reporting but a higher proportion of serious issues. Some areas with high crime rates had relatively low levels of anxiety whilst quieter suburban areas with lower crime rates had higher levels. This could lead to resources not being used in a way that was proportionate to the severity of incidents.

2.12 She stated that a significant percentage of crime went unreported. By the same token, minor issues could assume significance for some people and the resulting anxiety about crime could have a huge impact on their lives, affecting both their behaviour and their response to incidents. She felt that fear of crime was not just about what had happened but also about what might happen in the future. It can also make people more susceptible to becoming a victim by making them appear vulnerable.

2.13 The way in which local authorities promoted crime and community safety issues was very important. There was often insufficient time to put out positive news stories in relation to crime and community safety to counter negative publicity.

2.14 Anti social behaviour was of particular significance and Ms Blackburn reported that one in three people were affected by it to some extent. In dealing with it, there was a risk of criminalising the most socially excluded groups. There was a moral panic associated with anti social behaviour and talking about it could actually heighten levels of concern. Whilst there were real and genuine incidents, harm could also be caused that was not based on actual incidents.

2.15 Neighbourhood agreements, such as that developed by Oldham, could be developed to address high levels of anxiety regarding anti social behaviour. This involved monitoring what was actually happening on the ground. Incidents were tracked and scored and, from this, it was possible to put their severity into perspective. Young people were involved in this process and it was hoped this could break down any negative perceptions that there might be regarding them. As a result of the work that had been done in Oldham, the level of anti social behaviour had gone down and community cohesion increased.

2.16 Victim Support was looking at how it could work more effectively with both victims and perpetrators and it was hoped to develop recommendations on how practice could be improved. They were holding focus groups and speaking to a range of people to obtain their views. The engagement would look at the reasons for heightened levels of concern in some areas. It was envisaged that it would take around a year to complete the work.

3. Strategic Targets and Performance

3.1 Priority 3 of the Council's Corporate Plan 2015-18 is: "A clean, well maintained and safe borough where people are proud to live and work". Objective one is; "To strengthen partnerships and together work with our communities to improve their environment, enable people to feel safe and proud of where they live and work, particularly through reducing anti social behavioural and environmental crime." The outcome indicator for this is fear of crime i.e. "To what extent are you worried about crime in the area?" (% very/fairly worried). The target is for levels across the borough to be down from 36% to 29% by 2018. The figure for quarter 2 of 2016/17 was 42%.

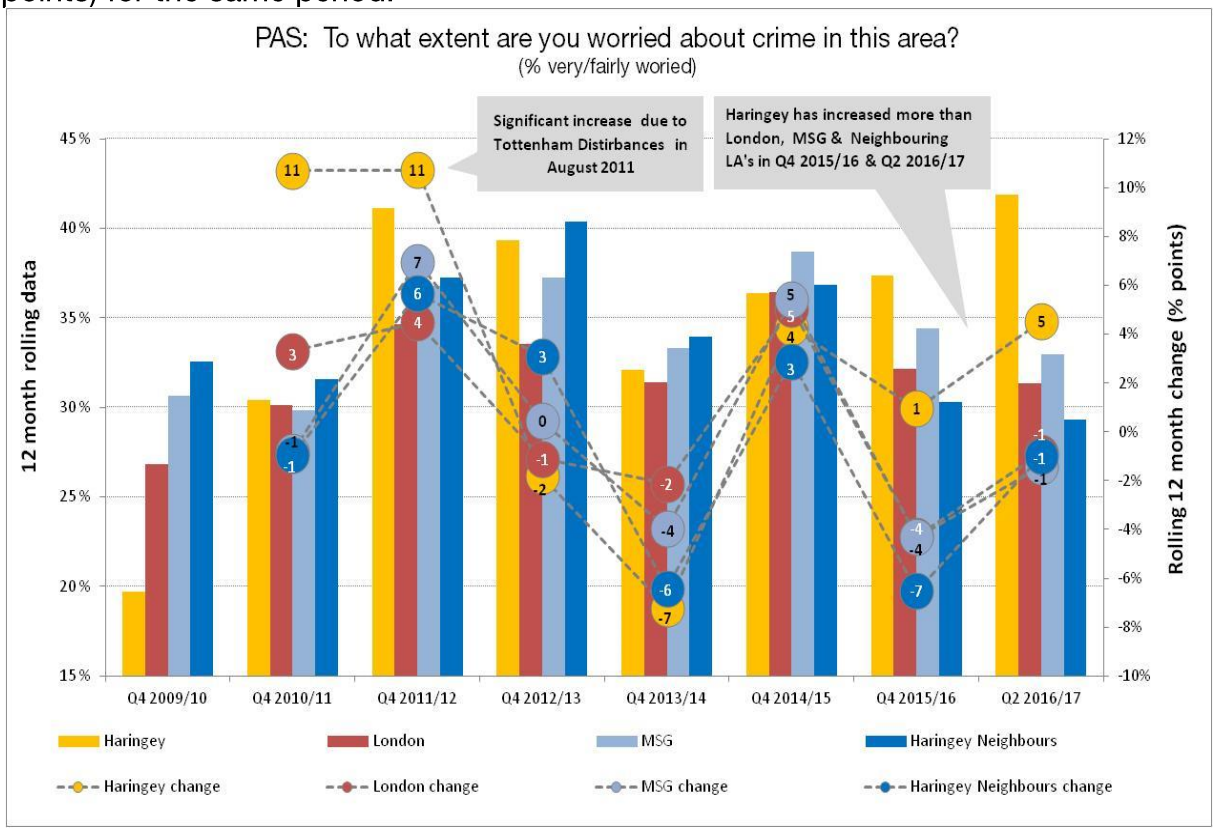
3.2 The indicator is measured using performance information is sourced from the Metropolitan Police Service Public Attitude Survey (PAS) quarterly report, which measures the attitude of Londoners towards policing and identifies priorities and experiences throughout the year. The most valid comparisons can be made with boroughs within Haringey's most similar group (MSG). These are boroughs that share similar social, economic and demographic characteristics. The statistics for Quarter 2 of 2016/17 are below. Alongside are statistics for volumes of reported crime. Boroughs that are part of Haringey's MSG are in bold.

% Worried about crime in this area (Q2 2016/17)	Very/fairly worried	Volume (Total Notifiable Offences) (Twelve Months to October 2016)
Enfield	**47%**	**23,352**
Ealing	**42%**	**27,879**
Haringey	***42%***	***27,754***
Hillingdon	40%	22,426
Redbridge	**40%**	**20,330**
Harrow	39%	13,573
Barnet	38%	25,717
Waltham Forest	**38%**	**21,683**
Hounslow	**37%**	**22,763**
Brent	**36%**	**27,532**
Croydon	**36%**	**30,022**
Barking and Dagenham	33%	17,843
Hackney	**33%**	**28,578**
Islington	33%	27,863
Merton	32%	13,240
Newham	**32%**	**30,600**
Havering	32%	17,428
Lewisham	**30%**	**24,920**
Bexley	29%	13,075
Greenwich	**29%**	**23,269**
Sutton	28%	10,832
Kingston upon Thames	27%	10,358
Lambeth	**27%**	**35,578**
Tower Hamlets	27%	30,180
Camden	26%	29,878

Bromley	23%	20,423
Richmond upon Thames	22%	11,291
Southwark	**21%**	**32,524**
Hammersmith and Fulham	18%	21,092
Westminster	18%	49,683
Wandsworth	**16%**	**24,504**
Kensington and Chelsea	14%	20,313
Total	31%	759,637

3.3 There is currently only one London borough that has a higher percentage of people than Haringey stating that they are either fairly or very worried about crime, although there are a few that have percentages that are close. Of particular note are the figures for Southwark and Lambeth, which are both in Haringey's MSG. These show higher levels of actual crime but levels of worry of crime that are considerably lower – 21% and 27% respectively. Conversely, some outer and predominantly suburban boroughs with significantly lower levels of reported crime than Haringey have broadly similar levels of worry about crime that are. For example, Harrow's figure is 39% despite crime levels that are less than half.

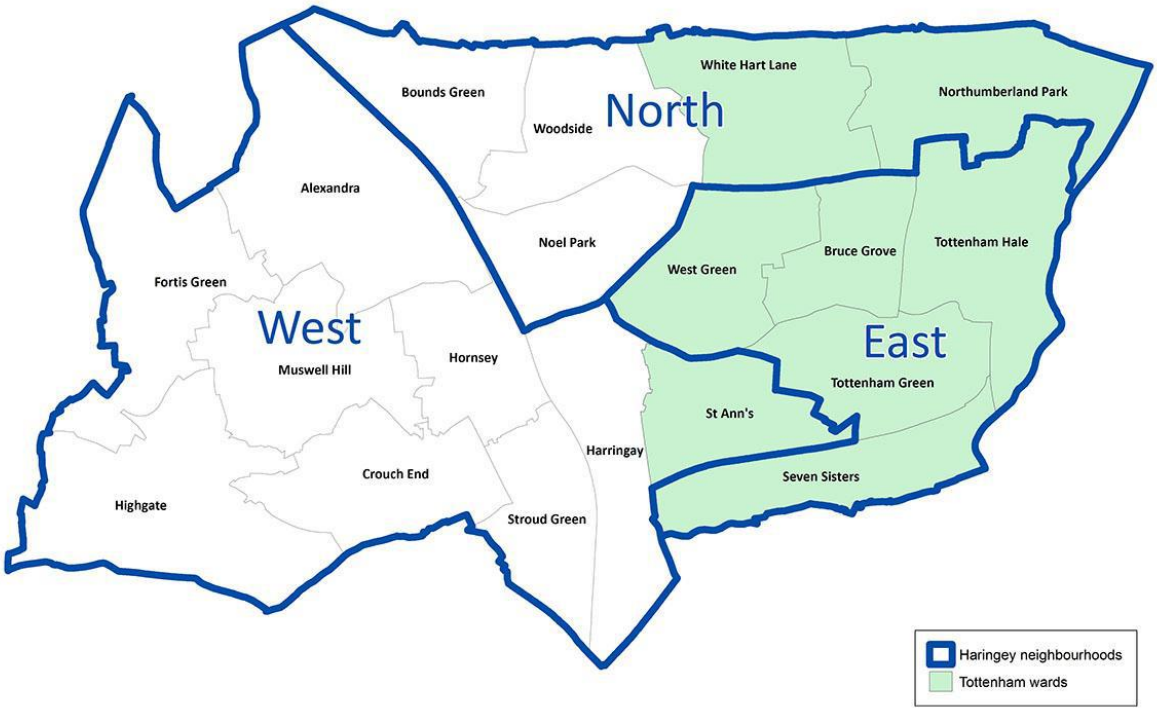
3.4 PAS data going back to quarter 4 of 2009/10 (12 months to March 2010) shows that the average annual "worry about crime" return in Haringey is 35%. This ranks 7th highest out of the 15 boroughs in our MSG. It shows an overall increase of 22% from 20% in March 2010 to the current level of 42% (September 2016). This increase is considerably greater than that for London (+4% points), our MSG (+2% points) and our neighbouring boroughs (-3% points) for the same period.



3.5 The highest increase was seen in the 12 months to March 2012 and is likely to be linked to the disturbances in the summer of 2011 and was replicated in most London boroughs. In that year, Haringey recorded an 11% point increase to 41%, which was greater than London, our MSG and neighbouring boroughs. The most recent figure for Haringey of 42% for quarter 2 of 2016/17 is the highest since 2009/10 and one percentage point above the annual return to March 2012. It is noticeable that many boroughs that experienced a spike in fear of crime following the 2011 disturbances have since reverted to previous levels but this has not happened in Haringey.

3.6 Borough wide fear of crime performance information sourced from PAS can be broken down into three separate neighbourhoods which are:

1. Haringey – North;
2. Haringey – East; and
3. Haringey - West.



3.7 Whilst these are not co-terminus with parliamentary constituency boundaries, the average of Haringey North and Haringey East is used as a Tottenham proxy indicator. The figures show that residents in the west of the borough are approximately 9% less worried (67% not very/not at all worried) about crime compared to the borough as a whole (58%).

3.8 The Haringey Community Safety Strategy 2013 – 2017 includes other targets that are of relevance to fear of crime. As part of action to improve confidence in the Police, it has the same target for decreasing worry about crime as the Corporate Plan (i.e. reducing it to 29% by 2018). As part of the action plan for 2016/17 it also includes the following targets:

- Increasing the percentage of people feeling safe at night in the Noel Park ward. The baseline for this was 55%, compared to a borough wide figure of 68%. Noel Park was selected as it is the longest standing high crime area. The Veolia Annual Residents Survey is used to measure this. Current figures (2016) in respect of these targets show the following:
  - Noel Park; 47% felt fairly or very safe at night;
  - Haringey; 65% felt fairly/very safe

3.9 The Team Noel Park pilot that was set up to address a number of issues in the ward, including this, is discussed in detail later on in this report.

Other Questions

3.10 In addition to fear of crime, there are a number of other questions on issues relating to the perception of crime and anti social behaviour in the PAS survey which are relevant, particularly as these relate to issues that can cause disproportionately high levels of concern. The responses from Haringey residents in respect of these for quarter 1 of 2016/17 were as follows:

3.11 These are the following:

Question	% Haringey	% MPS (i.e. London wide)
To what extent are you worried about ASB in the area? % worried (very/fairly)	24% very/fairly worried, -2% from the previous quarter but +1% from the same quarter in 2015/16. Haringey has seen a trend of -3% since September 2015.	20% very/fairly worried, -1% from the previous quarter and -4% from the same quarter in 2015/16.
To what extent do you think that gun crime is a problem in the area? % problem (major/minor)	21% major/minor problem, + 2% from the previous quarter and +5% from the same quarter in 2015/16. Gun discharges in Haringey offences rose by 3, from 10 to 13, in the year to September 2016	9% major/minor problem, +1% from the previous quarter but -2% from the same quarter in 2015/16.
To what extent do you think that gangs are a problem in the area? % problem (major/minor)	27% major/minor problem, unchanged from the previous quarter and from the same quarter in 2015/16. Haringey gang flagged offences fell by 57% from 164 to 71 in the	16% major/minor problem, -1% from the previous quarter and -5% from the same quarter in 2015/16.

	year to September 2016.	

3.12 These figures may indicate that ASB is not one of the stronger drivers of fear of crime in the borough and that concerns about gang and gun crime are more significant.

Limitations of Data

3.13 The Panel noted evidence from Claire Kowalska, Community Safety Strategic Manager, Commercial and Operations that although the number of respondents to the PAS survey is statistically significant and comes from a representative sample of households, it is limited in scope and involves comparatively few residents. She felt that there was a need to get a more accurate picture of the views of residents and, as part of this, consideration needed to be given to alternative ways of obtaining them.

3.14 Ms Kowalska reported that there are two surveys that are now hoped to provide an more accurate and inclusive snapshot of the views of residents:

- The annual Veolia Haringey Residents Survey of 1400 residents, which is done on a "one-to-one" basis;
- A youth health survey, which would also include questions on issues of concern, such a community safety.

3.15 The Veolia survey of December 2015 provides some further information on the views of residents. Although its primary objective is to conduct a residents satisfaction survey about the services provided by the Council's waste contractor Veolia, it also provides additional feedback on residents feelings about safety. It showed that 20% of people felt either fairly or very unsafe when outside in their area after dark. During the day, this figure was 3%.

Feedback from Young People

3.16 The Panel noted that Haringey Youth Council was re-constituted in 2016 and feedback from it provides a useful snapshot of the views of young people. At its first meeting, the young people present debated what they felt were the biggest concerns of young people in the borough. The top concern was considered to be crime and gangs. The Panel obtained further feedback from the Youth Council regarding this issue as follows:

What sort of things would make you feel safer in Haringey?

1. More visible Police presence but Police that are from Haringey and who have knowledge of local young people.
2. Police Territorial Support Group officers to be less aggressive
3. More street lights e.g. at the basket ball courts

3.17 Feedback relevant to this issue was also obtained from Aspire, who are Haringey's Children in Care Council, by the Children and Young People's

Scrutiny Panel as part of their review on Child Friendly Haringey. They stated that a lot of young people do not feel safe and are worried about gangs. Some are reluctant to travel to other areas of the borough away from where they live due to area based rivalries or "post code" issue. Officers also reported that the post code issue can affect the life chances of young people as they can be reticent to go to other areas for education or training.

3.18 The Youth Steering Group from the Markfield Project, a charity within the borough dedicated to bringing disabled and non disabled children and young people together, also provided some relevant feedback. Safety rated very highly in their priorities and it was also raised in respect of housing, with one young person stating that "Living in Broadwater Farm doesn't feel safe."

3.19 There was a mixture of views regarding the Police and whether they made them feel safer. One group did not feel the Police helped them feel safer. Two members of this group talked about their own personal experiences with the Police. They felt they could not trust the Police and that they needed to be better trained. The other group wanted safer streets and reduced crime and felt that more Police were needed on the streets. In addition, they wanted more Police 'stop and search' and officers outside their college.

3.20 The most recent Haringey Community Strategic Assessment gives some context for the concerns raised by young people. There were 319 victims of serious youth violence in the past 12-months, an increase of 5%. Haringey has the 5th highest volume of all London boroughs. Serious youth violence consists of a combination of robbery and violence, with victims aged 10 to 19. Gang members are becoming progressively younger, some now becoming involved between the ages of 10 to 13.

Panel Survey

3.21 The Panel commissioned an on-line survey that was distributed through neighbourhood watches and resident associations. The purpose of this was to try and find out more about the concerns of residents, its causes and what might help people feel safer. 129 responses were received, covering a range of different post codes across the borough. Whilst it was not necessarily representative of the borough as a whole, it provides a flavour of the opinion of residents.

3.22 12% of respondents stated that they felt either unsafe or very unsafe during the day. At night, this percentage increased to 45%. The figures were particularly high for those living in the N17 and N22 postcodes. Almost two thirds of people (64%) living in N17 felt either unsafe whilst the figure for N22 was 52%.

3.23 Aside from more Police officers on the street, there were a number of recurring themes from the responses regarding what was likely to make them feel safer. Of particular interest was the high percentage of people – 28% (37 respondents) – who identified improved street lighting as something that

would make them feel safer. In addition, several people raised issues relating to speeding traffic and groups congregating around betting shop entrances. Houses in multiple occupation and the lack of related enforcement was also referred to.

3.24 Feedback from the survey also revealed that the most common means of obtaining information about levels of crime through hearing about incidents from friends and neighbours, which 60% of respondents stated was their main source of evidence. Social media, the local press and people's own experience were also sources that were used by many. In practice, it is likely that people obtain their information from a range of sources.

4. Action to Address Fear of Crime

4.1 Although there is no action plan to specifically address fear of crime, there are a range of activities that are taken by the Council and its partners that are aimed to provide reassurance to residents and increase confidence. Much day-to-day Police activity is focussed on addressing the crimes that cause particular concern to residents, such as gangs and gun crime. Action is also taken by the Council and its partners to address anti social behaviour, which can also have a big impact of levels of fear/worry about crime.

4.2 The Panel noted evidence that, despite a lot of good enforcement work being undertaken in Haringey, there is often little publicity for it. Haringey tends to be a borough with a high media profile and incidents are often given a high level of prominence. Good quality engagement with the community can make a difference. For example, people who had been in contact with the Police had higher levels of confidence in them than others.

Community Safety Partnership

4.3 The Panel received evidence from Eubert Malcolm, Head of Community Safety and Regulatory Services on action being taken to improve confidence in order to achieve the targets set by the Community Safety Partnership. Although they are focussed on confidence, the actions are also intended to reduce fear/worry about crime.

4.4 An action plan had been developed to support this, linked to the previously mentioned MPS four drivers of public confidence i.e:

- Effectiveness in dealing with crime;
- Engagement with the community;
- Fair treatment; and
- Alleviating local anti social behaviour.

4.5 The actions were focussed on a number of different issues, including the coverage of positive community safety messages, improving engagement and involvement and strengthening joint enforcement. Most of the actions were on track. Of particular note was the success of MetTrace in reducing burglaries. To date, 6,329 kits had been distributed, covering 65% of households in wards where it has been introduced. There were still 2,000 households to go though and the aim was to eventually cover 85% of households.

4.6 Schools had designed a spray on stencil to go on pavements outside of tube stations to warn people to be vigilant when using their mobile phones in order to reduce instances of them being snatched. In addition, it had been planned to set up a digital alert system but this was no longer proceeding. Action to develop a new enforcement page on the Council's website was continuing. There was also a specific Noel Park website which had been set up as part of the Team Noel Park pilot.

4.7 Specific action was taking place to improve engagement with the orthodox Jewish and Polish communities. A number of wards where there were currently low levels of confidence had also been chosen for specific initiatives. Engagement had taken place with 2,000 people so far.

4.8 The reconstituted Youth Council in Haringey would be used to drive engagement with young people. There was also a target of 160 police cadets by the end of the year. In addition, the Fire Service was undertaking home visits to priority people within the community to promote fire safety. 1920 visits had been made so far. The Community Safety Partnership was reviewing the Community Safety Strategy and a draft was due in October 2017. Fear of Crime was likely to be a priority within this.

4.9 The Panel noted that the Council currently paid for six Police officers under an agreement under Section 92 of the Police Act 1996. This means that match funding is provided by the Metropolitan Police, meaning that the Council only pays 50% of the cost. The additional officers are deployed to address priorities set by the Council. However, there are now 20 fewer Police officers for the borough overall than were in 2010 due to Police budget reductions.

4.10 The Panel also received evidence from Chief Inspector Veronica Morrell from Haringey Police. She reported that the response to the issue of fear of crime tended to focus on the need to put more Police officers on the street. This would not necessarily reduce crime but the issue was more concerned with how people felt.

4.11 Improving confidence and addressing mistrust were priorities for the new Borough Commander. Officers had been moved away from other duties to address the issue and an internal restructuring was taking place. A Community Engagement Board had been set up to co-ordinate action, which would include community representation. Work priorities for it were currently being set. A Community and Youth Engagement Team had also been established.

4.12 Ward Panels are locally based and Police managed community/police engagement and consultation groups. Engagement with them was a particular priority and efforts were currently being made to arrange a meeting of their Chairs. Ms Morrell stated that there was scope for different arrangements for ward panels. She noted that wards where there was high demand on Police services tended to get a better service but it was necessary to be mindful of the needs of other areas as there was a danger that they could otherwise be neglected.

4.13 A need had also been identified to establish a media hub. In particular, it was acknowledged that social media presence needed to be improved as it was currently somewhat “ad hoc” in nature. In addition to Facebook and Twitter, there were now newer social media platforms that young people used and these needed to be utilised as well. The message provided via the print

medium also needed to be improved. Specific efforts needed to be taken to engage with “hard to reach” groups as well, such as communities that may be new to the borough.

4.14 There was a commitment by the Police to have a strong presence in schools. Whilst Police funding for work with schools had been cut elsewhere, it had been preserved in Haringey. There was a dedicated officer in every secondary school and links to primary schools were currently being further developed. A newly appointed person was in the process of making contact with primary schools in order to establish points of contact. The schools team also had responsibility for promoting the Police Cadets. In addition, work was now taking place with the Council’s Early Help Service.

4.15 Dedicated schools Police officers undertook a range of tasks:

- They were present at school gates and could be called in by teachers if necessary;
- They also appeared in school assemblies and gave talks on a range of issues, such as stop and search;
- They were a visible presence in and around school.

4.16 A lot of work was also undertaken with neighbourhood watches. It was noted that establishing neighbourhood watch in some areas in the east of the borough could be particularly challenging. Suitable accommodation for meetings was a particular issue as there was currently no funding available for this. The use of watch members’ front rooms for meetings was not always feasible or appropriate.

4.17 The intention was to build bridges with local communities and, in particular, emerging ones. Confidence in the Police had increased in recent months from 53% to 57% and was now at 61%. However, the Metropolitan Police average was 68%.

Anti Social Behaviour

4.18 Anti social behaviour has long been considered as a driver of fear of crime. The Crime and Disorder Act 1998 defines anti-social behaviour as acting in a manner that has "caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household" as the perpetrator.

4.19 The Panel received evidence from Alison Pibworth, Team Leader of the Council’s Anti Social Behaviour Action Team (ASBAT) on the work that was currently undertaken in Haringey to address the issue. The team aims to act swiftly in response to a range of issues, including harassment, hate crime, drug misuse and dealing, begging, alcohol related nuisance, prostitution, groups of youths loitering, dangerous dogs and rough sleeping.

4.20 A lack of reports did not necessarily mean that there were no issues and residents could not be reporting them. This could be driven by fear. Drug dealing, rough sleeping and prostitutes had been found in some areas

despite there being no or very few reports from local residents. There were known hot spots which had low levels of reporting.

4.21 Ms Pibworth reported that a range of civil actions are taken by the Police and Council in response to anti social behaviour. These have included injunctions, deportations of sex workers and Acceptable Behaviour Contracts (ABCs). The injunctions had worked well but issues tended to return over a period of time. Introductory tenancies were used which made it easier to evict tenants who committed anti social behaviour. Community Protection Orders could be used and had proven to be very effective tools.

4.22 Residents can use the Community Trigger if they are not happy with the response of agencies to reports of anti social behaviour. Repeat perpetrators and victims are identified and this enables interventions and support to be provided. For example, perpetrators with alcohol issues can be referred for treatment and relevant conditions could be inserted in injunctions. Knowing that successful action had been taken against anti social behaviour helped build confidence, especially amongst victims.

4.23 The service promoted community responsibility, working closely with residents and encouraging them to become involved. An example of this was the Community Champions initiative in Northumberland Park that aimed to empower residents. They regularly attended meetings with residents and Ward Panel meetings. They also worked with residents and Homes for Haringey to improve the local environment. Twice weekly litter picks and rubbish removal on estates had been re-introduced by Homes for Haringey in order to give the area a better impression of being cared for.

4.24 Enforcement action was taken, if possible, using hearsay evidence, which removed the need for residents to attend court. This also provided residents with greater confidence to report incidents. When possible, flyers were delivered to residents when enforcement action had been taken, with the aim of showing that the service had the capability to respond effectively to incidents.

5. Team Noel Park Pilot

5.1 The Panel heard that the Team Noel Park pilot was the prototype for a new partnership approach with the local community, built around shared ambitions to improve the local environment and improve community safety. Its aim was, through active engagement with the community, to build a shared understanding of the community's priorities and a consensus on how to improve outcomes.

5.2 The key outcomes aimed for were:

- A cleaner and safer place;
- Increased satisfaction as a place to live, work/trade and visit; and
- Increased pride in the area.

5.3 The project also sought to strengthen community capacity and resilience so that in future the community would be empowered to play a more prominent role in generating solutions to local priorities. In time, this could potentially involve co-commissioning services and playing a role in affecting behaviour change, with local public services maintaining a supporting and enabling role.

5.4 A further underlying principle was to test an approach to community engagement that was within the current mainstream resources and budgets of the Council and its partners in order to understand the impact better partnership working could deliver in an environment of shrinking resources. The intention was that lessons learnt would be applied to other parts of the borough.

5.5 The Noel Park ward was chosen to test the approach based on specific characteristics about the area:

- It is in the top 3 wards in the borough for violence with injury, robbery, criminal damage and theft from person;
- It is in the top 20 wards in London for the number of criminal offences (and the worst in Haringey) based on the suite of crime indicators used by the MOPAC; and
- Anti-social behaviour and environmental crime are also disproportionately high in Noel Park, with the ward being amongst the worst in the borough for fly tipping.

5.6 At the same time there is a strong sense of community with active involvement in residents' and community groups. The area also has significant social media infrastructure and therefore felt to have the right conditions to forge a transformational relationship with the council.

5.7 The pilot project started in earnest in September 2015. The evaluation of the initiative included consideration of its impact on fear/worry of crime. If successful, it was intended to replicate the approach used in other wards. Crime tends to be concentrated in a small number of electoral wards and the intention was to focus activity on them and particular estates and to look at

alternative ways of working. Focus groups were undertaken in Noel Park as part of the evaluation process.

5.8 The Panel received an update on the outcome of the evaluation of the pilot project. The Veolia survey of 2015 obtained the views of 1100 residents, including 200 people from Noel Park. A similar survey had recently been undertaken in order to compare its results with the earlier one to evaluate the impact of the pilot project.

5.9 The pilot had had a number of benefits, including enabling new links to be made with and between community groups in Noel Park and better communication with Members and the Council. It was felt that there was also now greater community ownership of local issues and willingness of partners to work with the Council as well as a more constructive dialogue with the community. In addition, shared ambitions for the local area had been developed between residents and project team.

5.10 Somewhat disappointingly though, there has been little change in feelings of safety amongst residents. In 2015, 55% of Noel Park residents reported feeling safe in the area at night, compared to a borough figure of 68%. The most recent figure was 47% compared to a borough wide figure of 65%. A similar result had been recorded for people feeling safe during the day, with figures for Noel Park going down slightly from 85% to 84% compared to borough wide figures of 93% in 2015 and 91% in 2016. Officers felt that part of the explanation for this were issues concerning low level crime and anti social behaviour originating from Ducketts Common, which had spread into a wider area. In addition, decreases had also been recorded in the percentage of people who said that they were satisfied with the area that they lived in and how the Council was run.

5.11 The pilot project did not have the impact that it was hoped to have. Awareness of issues such as fly tipping and anti social behaviour in the area has increased but it appears that this has led to the perception amongst residents that problems have become worse. It is possible that the focus on these issues had drawn attention to them. A very small number of high profile incidents could also cause significant damage. Consideration is nevertheless being given to rolling out the positive aspects of the pilot elsewhere in the borough, such as the improved dialogue with residents. It is possible that the 2017 survey will show improvements though, especially if there were no serious incidents in the neighbourhood in the meantime.

5.12 Despite the disappointing overall outcome, there had been some positives that had arisen. The pilot had enabled residents to become more familiar with services and senior officers and had enabled the Council and its partners to show that they were trying to address problems. Better links had been developed between the Council and residents with Homes for Haringey. 25% of the borough's crime took place in the Wood Green area and it would be unrealistic to think that all of the problems in the area could be solved easily.

6. Other Boroughs - Case Studies

6.1 A key part of the Panel's work was determining what action, if any, could be taken to reduce levels of fear of crime by identifying interventions that had worked well elsewhere. Contact was made with four London boroughs that had lower levels of fear of crime, including three (Lambeth, Southwark and Newham) from within Haringey's MSG of London boroughs. The aim of this was to determine if there were any specific interventions that they had undertaken which might be behind their lower levels.

Lambeth

6.2 The percentage of Lambeth residents who stated that they are very or fairly worried about crime has gone down from 37% in 2010 to 27% in 2016. There was no single action that was felt to have made a specific difference in reducing levels in Lambeth. However, addressing fear of crime and feelings of safety has been a corporate priority for communications for a number of years. Up until 2016, fear of crime had been identified as the number one concern of residents, with over 40% listing it as a priority area There have been a number of corporate communications campaigns in respect of the issue, some of which were targeted (e.g. violence against women and girls, the night time economy) and some more general.

6.3 It has been a constant presence in their corporate plan. The Council engages regularly with residents groups on the issue, both through the safer neighbourhoods process and groups, such as the old Community and Police Consultative Group and the current Safer Neighbourhood Board, as well as residents groups. They felt the progress that they had made was as a result of spending a sustained period of time talking about the issues with residents and trying to address them where appropriate.

Southwark

6.4 The percentage of Southwark residents who stated that they are very or fairly worried about crime was 21% in 2016, exactly half of Haringey's figure. However, this figure has fluctuated since 2010 and was as high as 42% in 2011. Safer communities have been one of Southwark's Fairer Future Promises within its corporate plan and they had undertaken a range of initiatives on relevant issues, although nothing specifically on fear of crime. They were unaware of the fact that their levels of worry about crime were so low. The one factor that they raised that was felt might possibly have contributed towards this was effective multi agency engagement and work with residents associations. They also had put out a steady stream of communications on anti social behaviour and other community safety issues.

Newham

6.5 Newham has experienced a large drop in the percentage of residents stating that they are worried about crime in their area, as taken from PAS survey

data, from 60% in 2009/10 to 32% last year. In particular, there has been a steady year on year drop from 2012/13, when the figure was 53%. The decline is confirmed by their own survey data.

6.6 There is no specific action plan to reduce fear of crime but they feel that there are a number of things that may have a significant impact on the figures:

- They have taken specific action to increase visible presence on the streets of the borough. The Council has its own team of uniformed Law Enforcement Officers who work alongside the Police. Every ward now has its own dedicated uniformed officer. These deal with a range of issues, including waste and anti social behaviour. In addition, the borough has invested £1.45 million in providing 40 additional Police officers for the borough to deal with crime and community safety issues. Like in Haringey, the officers have been acquired using an agreement under the Police Act 1996 which provides for match funding from the Metropolitan Police.

- Specific action was taken to license all privately rented property in the borough as this was felt to be a source of anti-social behaviour. Since its launch in January 2013, 36,037 licences have been issued and over 800 prosecutions undertaken against landlords, mainly for failing to licence properties and poor conditions.

- Action has also been taken to strengthen commercial licensing in order to clamp down on businesses that were a source of disorder and anti social behaviour.

6.7 In addition, an extra £5 million has been invested in CCTV cameras and infrastructure, including 200 new cameras.

Camden

6.8 The percentage of Camden residents who stated that they are very or fairly worried about crime was 26% in 2016. However, Camden is not part of Haringey's MSG so comparisons need to be treated with caution. Camden's safer communities partnership had prioritised a number of areas for action including domestic violence and abuse, anti social behaviour, estate based issues, the night time economy, serious youth disorder and hate crime. The focus was now more strongly on high risk issues and there had been a range of advertising and campaigns on particular issues.

6.9 There was a lot of engagement with the community. This included Camden Safety Views, which was run by a third sector organisation. As part of this, a survey was undertaken every quarter on the views of people about their neighbourhood and, in particular, anything about crime and anti social behaviour that might be of concern to residents.

6.10 In addition, they had Youth Independent Advisors (YIA) who were a team of young volunteers who advised the Police and liaised with young people. YIA is a scheme run by Camden Safer Neighbourhood Board. It is made up of young volunteers aged from 15 to 19 years from whom the police, council and other agencies can seek advice on matters relating to crime and community safety. The main focus of the group was to engage with the Police and local Council on areas such as:

- Attending briefing meetings;
- Observing stop and search operations;
- Providing input into police training, particularly with regards to youth engagement;
- Advising the police in engagement activities in school and youth clubs; and
- Encouraging young people to complain when they feel aggrieved; and
- Respond to consultation on dispersal notices and designing out crime on estates.

6.11 There was also a lot of work that took place with Victim Support and, in particular, assisting them to get referrals. There had been a specific focus on communication, marketing and advertising.

7. Conclusions and Recommendations

7.1 The issue of fear of crime is complex and there are no easy ways of reducing it. Despite this, the Panel has been able to draw some conclusions from the evidence it received.

7.2 The fact that such a high percentage of people in the borough say that they are fairly or very worried about crime issue should be a matter of serious concern to the Council and its partners. The figures are some of the highest in London and significantly higher than many boroughs that are similar to Haringey but have greater levels of crime.

7.3 The effects of crime are not only felt by its direct victims. Fear of crime can have a seriously detrimental effect on the quality of life of residents, can impact on their health and well being and make them more susceptible to becoming a victim. In addition, the "post code" issue in certain areas of the borough can also affect the life chances of young people as they feel less able to take advantage of opportunities in some areas of the borough.

7.4 The current Community Safety Strategy has prioritised action to improve confidence in policing and community safety. It was assumed that successful action on this also lead to a reduction in fear of crime. However, increasing the percentage of people who feel that the Police are doing a good job may not necessarily have this effect. Despite the latest figures showing that confidence has improved within the borough, there is so far no evidence of fear of crime going down. Evidence from the MOPAC also suggests the link between the two issues may have been overstated. Indeed, if improved confidence leads to higher levels of reporting of crime, it is possible that it might even lead to higher levels of fear of crime as it may generate the perception that crime is increasing.

7.5 The Panel notes that fear of crime is likely to be made a separate priority by the Community Safety Partnership within the new Community Safety Strategy for the borough and would strongly endorse this.

Recommendation 1:
That reducing fear of crime be set as a separate priority by the Community Safety Partnership in the new Community Safety Strategy for the borough.

7.6 Although the Panel is of the view that reducing fear of crime should be a priority, it is mindful that this may not be easy to achieve in practice as action that has taken place to date has not been successful. Objective 1 of Priority 3 of the Council's Corporate Plan 2015-18 uses reduction in fear of crime as an outcome indicator on the success of action to improve the environment by reducing anti social behaviour and environmental crime. The target is to bring the percentage of people stating that they are worried about crime down to 29% by 2018. This is not on course to be met and the percentage

has actually increased to 42%. In addition, the initiatives undertaken as part of the Team Noel Park pilot to address environmental crime and anti social behaviour and develop community engagement that were hoped to reduce fear of crime have proven to be unsuccessful in achieving this.

7.7 It is likely to be the case that in areas of the borough where more serious incidents are more common, environmental crime and anti social behaviour is a less significant driver of fear of crime. One explanation that was given for the lack of success of the Team Noel Park in reducing fear of crime is that this was due to issues concerning Ducketts Common spreading out into a wider area which may have overshadowed other improvements. It is possible that such an initiative may work better in areas of the borough with comparatively lower levels of more serious crime.

7.8 Fear of crime does not appear to be uniform amongst residents. What may be the source of a large number of complaints in one area of the borough may not be regarded in the same way by the residents of a different area. For example, the Panel heard that some anti social behaviour "hot spots" within the borough did not attract the high level of complaints that would be expected elsewhere. It is nevertheless important that the response to incidents is proportionate to their severity.

7.9 There is evidence that some sections of the community have disproportionate levels of concern about crime. Evidence from the MOPAC suggests that older people and people from some black and minority ethnic communities may have higher levels of anxiety. The "Britain Think" survey that was undertaken by the Council in 2014 also showed a significantly higher percentage of people over the age of 55 felt unsafe going out after dark. Higher levels of concern about anti social behaviour were also reported amongst people describing themselves as Asian or Asian/British. Ironically, both of these groups are at a comparatively low level of risk of becoming victims of crime.

7.10 The Panel is of the view that an action plan should be developed to reduce fear of crime. This may require both mainstream work to address the types of crime and anti social behaviour that cause residents the most anxiety as well as more specific action to provide reassurance to local communities through improved engagement and communication. The Panel feels that the action plan should be adaptable to local conditions and concerns and include targeted work with sections of the community disproportionately affected by fear of crime, such as older people and people from some black and minority ethnic communities.

Recommendation 2:
That action plans that may be developed by the Community Safety Partnership to reduce fear of crime be adaptable to local conditions and concerns and include targeted work with sections of the community who are disproportionately affected by it.

7.11 The evidence obtained by the Panel from other local authorities showed a range of actions that were felt may have contributed to reduced fear of crime but it was not possible to be conclusive about them. In addition, action previously taken in Haringey to address the issue has not always achieved its desired result. The Panel is therefore of the view that further work will need to be undertaken to identify interventions that have the greatest potential to be effective. The work on fear of crime and its link to anti social behaviour by Victim Support may provide useful evidence and the Panel would therefore recommend that the outcomes of this be taken into account in developing future action plans.

Recommendation 3:
That, in developing the above-mentioned action plan, further work be undertaken to identify effective interventions, including reference to the outcomes of work by Victim Support on the link between anti social behaviour and fear of crime.

7.12 Successful action to reduce crime and anti social behaviour should help to reduce fear of crime but there is evidence that positive messages are not getting through to residents. For example, there was a strong perception from those responding to the Panel's survey that burglary is going up despite the sizeable decrease in burglary levels that has taken place in areas of the borough recently following the introduction of MetTrace. Of particularly concern is that the survey was distributed primarily through organisations, such as neighbourhood watch, that would be expected to be amongst the better informed sections of the community.

7.13 Not all messages relating to crime and community safety will be positive but it is important the residents are able to gain a balanced picture of issues so that they are able to base their perceptions on sound information.

7.14 The Panel noted that addressing fear of crime and feelings of safety has been a corporate priority for communications in Lambeth for a number of years, where levels of fear of crime are now much lower than Haringey. However, it is mindful that action to address crime and community safety is a partnership activity and, in particular, the Police have an important role to play. It is therefore of the view that Council action to improve communication with residents on such issues would be best undertaken jointly with the Police and through the Community Safety Partnership.

7.15 The Panel feels that further action to improve communication and engagement with the local community on crime and community safety is required and that this should be set as a key and ongoing priority by the Community Safety Partnership.

Recommendation 4:

That action to improve communication and engagement with the community on crime and community safety issues be set as an ongoing priority for the Community Safety Partnership.

7.16 The Panel noted that it is proving very difficult to establish neighbourhood watch in some areas of the borough. This is particularly true of the east of the borough, which only has half the number of ones in the west. The establishment of neighbourhood watches can have a number of benefits. They can demonstrate that people care and have pride in their community, help people share information among neighbours and with the Police, prevent crime and help reassure people, therefore reducing fear of crime and isolation.

7.17 The Panel heard that efforts to establish neighbourhood watches are being hindered by a lack of resources. One particular issue is the lack of suitable venues for meetings. Many people were unwilling or unable to hold them in their own homes and the use of public houses is not feasible as people from some communities are reluctant to go into them for religious or cultural reasons. The Panel is of the view that only relatively modest amounts of expenditure are required to address this issue successfully through funding for meeting venues and refreshments. Each Council ward currently has a small budget and the Panel feels that this could be used for such purposes.

Recommendation 5:
That, where necessary, funding from ward budgets be used to assist with the establishment and sustainment of neighbourhood watches through provision for premises hire and refreshments.

7.18 One specific intervention that officers in Newham felt may have contributed to their large reduction in levels of fear of crime was the introduction of a borough-wide property licensing scheme for all private rented properties. This was felt to have assisted by reducing levels of anti social behaviour.

7.19 The Housing Act 2004 provides for the introduction of a scheme of additional and selective licensing of private sector properties in a local authority's area. Additional licensing relates to HMOs not covered by the mandatory licensing scheme and selective licensing relates to all other private sector dwellings, with exceptions. Both licensing schemes are intended to address the impact of poor quality housing, rogue landlords and anti-social tenants. In an area subject to licensing, all private landlords must obtain a licence and if they fail to do so, or fail to achieve acceptable management standards, the authority can take enforcement action.

7.20 Before an authority can introduce a scheme or schemes, it has to produce a robust evidence base, a draft set of conditions and a fee schedule and carry out a public consultation. Haringey is currently working on its evidence base

and it is likely that it will consult on a borough wide additional licensing scheme and a selective licensing scheme initially covering 20% of the borough.

7.21 Any selective scheme that is larger than 20% requires agreement by the Secretary of State. Once the 20% selective licensing has been rolled out, it is hoped that to extend the scheme across the borough over a 4-5 year period, subject to the further development of the evidence base. Eight London boroughs have now brought in such schemes - Barking and Dagenham, Brent, Croydon, Harrow, Newham, Southwark, Tower Hamlets and Waltham Forest.

7.22 The draft timetable is as follows:

- Cabinet Report seeking agreement for a borough wide consultation exercise; September 2017.
- Public Consultation; October to December 2017
- Cabinet report on outline of consultation and proposing a scheme; March 2018
- Introduction of scheme; September 2018.

7.23 In view of the evidence from other local authorities concerning the potential of such schemes to address anti social behaviour, the Panel would strongly support the current proposals.

Recommendation 6:
That the proposed introduction of a borough wide additional licensing scheme to cover houses in multiple occupation and a selective scheme to initially cover 20% of the borough, with a view to extending it across the borough in due course, be strongly supported.

7.24 The Panel noted that 28% of those responding to the Panel's survey on fear of crime stated that they felt that improved street lighting would help them feel safer. A number of research projects have suggested that better street lighting can reduce fear of crime although there is less evidence to demonstrate whether it actually reduces actual crime.

7.25 There is currently a programme being undertaken by the Council to upgrade street lighting. This is aimed at upgrading areas to LED energy efficient lighting. As well as being more energy efficient, they are also brighter. Not all of the borough is being upgraded at the moment as there is only sufficient funding to cover areas where current lighting is the oldest at the moment. There is a budget of circa £1 million for this in 2017-18. However, the Panel notes that the upgrade has not proven universally popular with all residents as some consider the new lights to be too bright and intrusive.

7.26 The Panel is nevertheless of the view that crime and community safety issues should be taken into account when deciding which streets within the borough are prioritised for upgrading.

Recommendation 7:
That, in view of their positive impact in combating fear of crime, issues relating to crime and community safety be taken into account when selecting which streets are prioritised for upgrading of street lighting.

7.27 The Panel notes that issues arising from betting shops were raised by residents responding to the Panel's survey and takes the view that operators have a responsibility to address such issues. The Overview and Scrutiny Committee undertook a successful review on the clustering of betting shops in 2010/11. This made recommendations on a range of issues that may be connected to betting shops, including anti social behaviour. As part of this, engagement took place between the Committee and a number of betting shop operators.

7.28 The Panel is of the view that the issue of betting shops should be re-visited by the Overview and Scrutiny Committee and that this should focus in particular on how any anti social behaviour arising from them is addressed and include engagement with operators.

Recommendation 8:
That the Overview and Scrutiny Committee re-visit issues regarding betting shops and, in particular, how any anti social behaviour associated with them is addressed.

7.29 A number of residents also raised the issue of speeding cars in residential streets response to the Panel's survey and stated that this made them feel less safe in their area. Whilst the 20 mph speed limit is a welcome initiative, there may be a need to consider further how, within current resource constraints, it can be enforced better. The scheme was introduced in February 2016 and, in the light of this, the Panel requests an update on its progress to date at a future Panel meeting so it can review its effectiveness and consider proposals for any improvements that could be made to the scheme.

Recommendation 9:
That a report be submitted to a future meeting of the Panel on progress since the implementation of the 20 mph speed limit in residential streets within the borough.

Report for: Overview and Scrutiny Committee, 16th October 2017

Title: Overview and Scrutiny Annual Report 2016/17

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

Lead Officer: Christian Scade, Principal Scrutiny Officer,
Tel: 020 8489 2933, Email: christian.scade@haringey.gov.uk

Ward(s) affected: N/A

Report for Key/ Non Key Decision: N/A

1. Describe the issue under consideration

1.1 To consider the Overview and Scrutiny Annual Report for 2016/17 that is attached at Appendix A.

2. Cabinet Member Introduction

2.1 N/A

3. Recommendations

3.1 That the Overview and Scrutiny Annual Report 2016/17 (Appendix A) be approved for submission to full Council.

4. Reasons for decision

4.1 The Overview and Scrutiny Committee (OSC) must report annually to full Council as set out in Part 2 (Article 6) of the Constitution.

5. Alternative options considered

5.1 N/A

6. Background information

6.1 The Overview and Scrutiny Annual Report (Appendix A) details the work of the five scrutiny bodies in Haringey, and the North Central London Joint Health OSC.

7. Contribution to strategic outcomes

7.1 The issues included within the 2016/17 scrutiny work programme were prioritised following consideration of Haringey's Corporate Plan 2015-2018.

7.2 Items selected for scrutiny review were based on their potential to contribute to strategic outcomes relating to "Outstanding for All", "Clean and Safe" and "Sustainable Housing, Growth and Employment".

8. **Statutory Officers comments**

Finance

8.1 There are no financial implications arising directly from this report.

Legal

8.2 As set out in Part 2 (Article 6) of the Constitution, the Overview and Scrutiny Committee must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

Equality

8.3 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.

8.4 Overview and Scrutiny has addressed these duties by considering them in work plan development, as well as individual pieces of work. This has included looking at:

- 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, is being realised.

9. Use of Appendices

9.1 Appendix A – Overview and Scrutiny Annual Report 2016/17

10. Local Government (Access to Information) Act 1985

Appendix A

Overview and Scrutiny

Annual Report 2016/17

Haringey LONDON

Foreword

Councillor Charles Wright
Chair, Overview and Scrutiny Committee

Haringey's Overview and Scrutiny Committee 2016/17



Cllr
Charles Wright (Chair)



Cllr Pippa Connor (Vice Chair)



Cllr Makbule Gunes



Cllr Kirsten Hearn



Cllr Emine Ibrahim

Co-opted Members of the Overview and Scrutiny Committee:

Church Representatives
- Yvonne Denny
- Chukwuemeka Ekeowa

Parent Governor Representatives
- Luci Davin
- Uzma Naseer

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Appendix 1: The functions and service areas covered by scrutiny (2016/17)

Scrutiny in Haringey

1. What is scrutiny?

"**Scrutiny** is based on the principle that someone who makes a decision…should not be the only one to review or challenge it. **Overview** is founded on the belief that an open, inclusive, member-led approach to policy review…results in better policies in the long run."

Jessica Crowe, former Executive Director, Centre for Public Scrutiny

1.1 Overview and Scrutiny was brought into being by the Local Government Act 2000. A requirement of the act is for a local authority with executive arrangements to have one or more Overview and Scrutiny Committees.

1.2 This scrutiny committee is able to scrutinise the decisions or actions taken by the Council or partner organisations or indeed, assess any matter that affects people living in the borough.

1.3 In this context, the primary role of the Committee is to hold local decision makers to account and to help improve local services. The Committee has a number of distinct functions:

- To review and challenge decisions taken by the Council and its partners (e.g. NHS, police);
- To undertake investigations into services or policy areas which are of interest or concern to local people;
- To make evidence based recommendations to improve services provided by the Council and partner organisations.

1.4 Given these functions, Overview and Scrutiny plays an important role in local democracy through: enhancing local accountability of services; improving transparency of decision making; and enabling councillors to represent the views of local residents.

2. What is effective scrutiny?

2.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, achieve added value and retain credibility. A summary of what needs to be done to ensure an effective scrutiny function is in operation is outlined below:

An effective scrutiny work programme should reflect a balance of activities

- Holding the Executive to account
- Policy review and development – to assess the effectiveness of existing policies or to inform the development of new strategies

- Performance management – identifying under-performing services, investigating and making recommendations for improvement

- External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public

- Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community

Key features of an effective work programme

- A member led process, short listing and prioritising topics – with support from officers – that:

    - reflects local needs and priorities – issues of community concern as well as Corporate Plan and Medium Term Financial Strategy priorities

    - prioritises topics for scrutiny that have most impact or benefit

    - involves local stakeholders

    - is flexible enough to respond to new or urgent issues

2.2 Depending on the topic, and planned outcomes, scrutiny work is carried out in a variety of ways, using various formats. In accordance with the scrutiny protocol, areas of enquiry have been drawn from the following:

- Performance Reports

- One off reports on matters of national or local interest or concern

- Issues arising out of internal and external assessment

- Reports on strategies and policies under development

- Issues on which Cabinet or officers would like scrutiny views or support

- Progress reports on implementing previous scrutiny recommendations

2.3 In addition, in-depth scrutiny work, including task and finish projects, are 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.

3. The structure of scrutiny in Haringey

3.1 In Haringey there is one over-arching Overview and Scrutiny Committee, which is supported in its work by four standing scrutiny panels which scrutinise the following service areas: Adults and Health; Children and Young People; Environment and Community Safety; and Housing and Regeneration.

Overview & Scrutiny Committee and Scrutiny Panels

3.2 The Overview and Scrutiny Committee is made up of five councillors who are not members of the Cabinet (the decision making body of the Council). Membership of Overview & Scrutiny Committee is proportional to the overall political makeup of the Council.

3.3 Scrutiny panels are made up of between 3 and 7 councillors who are not members of the Cabinet. Scrutiny panels are chaired by members of the Overview and Scrutiny Committee and membership is politically proportionate as far as possible.

3.4 Both the Overview and Scrutiny Committee and scrutiny panels oversee discrete policy areas and are responsible for scrutinising services or issues that fall within these portfolios.

3.5 A number of scrutiny functions are discharged by both the Overview and Scrutiny Committee and the individual panels. This includes: Questioning relevant Cabinet members on areas within their portfolio; Monitoring service performance and making suggestions for improvement; Assisting in the development of local policies and strategies (e.g. through local project work); Monitoring implementation of previous scrutiny reports; and Budget monitoring.

3.6 As the 'parent' committee, the Overview and Scrutiny Committee is required to approve work programmes and to ratify reports and recommendations developed by scrutiny panels. The Overview and Scrutiny Committee also retains a number of distinct scrutiny functions not undertaken by panels. This includes:

- **Call-ins**: where there is a challenge to decision taken by the Cabinet or individual Cabinet member or a key decision taken by an officer under delegated authority.

- **Councillor call for action:** where local councillors can refer matters of genuine and persistent concern which have not been possible to resolve through usual council processes.

3.7 A list of service areas covered by the Overview and Scrutiny Committee and Scrutiny Panels, during 2016/17, is provided at **Appendix 1.**

The Work of Overview and Scrutiny in 2016/17

4. Overview and Scrutiny Committee

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

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

Overview

4.1 There were eleven meetings of the Overview and Scrutiny Committee in 2016/17. In addition to the three meetings to consider call-in requests, and the two meetings to undertake budget scrutiny (set out below), the Committee undertook some inquiry work under its remit.

4.2 In addition to the issues set out below, the Committee continued to monitor the Council's performance as set out in the Corporate Plan Priority Dashboards, and held a Q&A session with the Leader of the Council and then Chief Executives on their priorities for the year ahead

Social Inclusion

4.3 In June 2016, the Committee published an interim report for our inquiry into social inclusion, where we focussed on the Campsbourne Estate in Hornsey Ward as a case study.

4.4 This work concluded with a joint session with the Housing and Regeneration Panel in February 2017, where we considered four policies: the Homelessness Strategy and Delivery Plan, the Tenancy Strategy, the Allocations Policy and the Intermediate Housing Policy. This was an opportunity for the Committee to apply its findings from the inquiry into social inclusion to policies being developed by Cabinet, and to consider the issues raised in consultation. The Committee made recommendations, which were taken into account in the finalisation of these policies.

Complaints

4.5 The Committee received an update in November 2016 on Complaints against the Council, including response times. The Committee were keen that the complaints process is better understood by Members, and encouraged officers to work with Members to ensure issues were directed at the most appropriate channel to enable Members to get best results for their residents. The Committee were also keen that the Council learned from the complaints it received to improve processes and services to Members, and looks forward to receiving an update on this point in the future.

Welfare Reform

4.6 The Committee noted in November 2016 how the Government's welfare reform programme was affecting residents, and the action being taken by the Council to mitigate the impact. Members appreciated the developed understanding of the impact, and the Committee will receive a further update in the future.

Customer Services

4.7 The Committee heard at its March 2017 meeting how the Council's Customer Service Transformation Programme was developing, which it had recognised as a key area in the budget-setting scrutiny for future savings and different delivery models. This gave the Committee opportunity to voice some concerns heard from residents on how changes to customer services were being received. The Committee sought a further update on this, to be delivered in 2017/18.

Corporate Parenting

4.8 Following the Jay Report into child sexual exploitation in Rotheram, the Committee has been particularly mindful of the need to ensure the Council's scrutiny function is alert to matters of child safety exploitation, and this programme of work has continued for a number of years. In 2016/17, the Committee heard from the Cabinet Member for Children and Families how the Council was undertaking its Corporate Parenting role, and how Scrutiny could better hold the Council to account in the fulfilment of that duty. The Committee also agreed that refresher training ought to be provided to all Members, and that the Committee receive a regular update on Corporate Parenting.

Hornsey Town-Hall Call In

4.9 The Committee considered two call-in requests for the Cabinet decision on the Preferred Bidder to Secure the future of Hornsey Town Hall at a special meeting on 8 November. The Committee heard from the two lead Members for the Call-ins, Councillors Engert and Ejiofor, and in a deputation from the Hornsey Town Hall Appreciation Society. Upon consideration of the issues raised the Committee agreed to refer the decision back to Cabinet, as the decision-maker, with 10 recommendations.

4.10 These recommendations sought to provide assurance to the public about access to the Hornsey Town Hall site, to seek to increase the level of affordable housing on the site, and to try and ensure the future oversight of the future use of the building to ensure commitments were observed.

4.11 Cabinet re-considered its decision at its meeting in November 2016, and responded generally positively to the Committee's recommendations.

Kerswell Close Call In

4.11 At a special meeting on 6 December, the Committee considered a call-in request for the Cabinet Decision on the Sale of Land at Kerswell Close to a developer of intermediate housing. Following consideration of the issues raised by Councillor

Tucker, who had led the Call-in request, the Committee decided to not refer the decision back to Cabinet, meaning it was implemented immediately.

Haringey Development Vehicle Call-In

4.12 The Committee heard two call-in requests at a special meeting in March 2017 pertaining to the Cabinet's decision to appoint Lendlease as the Preferred Bidder for the Haringey Development Vehicle. In addition to the introductions from the two Members that led the Call-in requests, Councillors Hare and McNamara, the Committee heard deputations from Defend Council Housing and the Haringey Leaseholders Association, and from the Unite and GMB unions.

4.13 Following consideration of the issues raised by the call-ins, the Committee agreed to refer the decision back to Cabinet, as the decision-taker, along with six recommendations. These included requests for commitments to Equalities Impact Assessment, for a guaranteed right to return for residents and leaseholders from sites that would go into the HDV immediately, and that there be exploration of past allegations of poor industrial relations and improved training provision in the future.

4.14 Cabinet re-considered its decision at a special meeting in March 2017, where the Cabinet responded positively to the Committee's recommendations.

5. Adults and Health Scrutiny Panel

Chair's Introduction

"During the year, a broad programme of work has been undertaken. The Panel scrutinised a range of public health, adult social care and safeguarding issues to support the delivery of strategic priorities.

The Panel also undertook an in-depth piece of work focusing on physical activity for older people. This project was set up because recent studies have shown many older people don't get enough exercise – despite the fact that keeping active can reduce risks of ill-health including dementia, cardio-vascular disease, diabetes and some forms of cancer. Our recommendations included a range of proposals to get older people active including:

- *Greater co-ordination between health professionals, leisure providers, charities and volunteers to encourage more older people to take up physical activities;*
- *Further promotion of existing schemes aimed at older people, such as free access to leisure centres for over-65s; the Haringey Walks campaign, and the 'Better with Age' programme;*
- *Promoting ways to increase physical activity among older people living in council - run care homes and sheltered housing, such as regular dance classes.*

Underpinning the recommendations, and important in its own right, is the work being led by the Bridge Renewal Trust on "mapping" activities across the borough. We recognise both residents and front line workers need to be able to access this information in order to make choices that suit them.

I am pleased the response, considered by Cabinet in June 2017, has been positive. These issues will be kept under close review during 2017/18.

As Chair, I would like to thanks members, officers and stakeholders, and, not least, members of the public who made positive contributions to meetings throughout the year."

Cllr Pippa Connor, Chair

Councillors: Pippa Connor (Chair), Gina Adamou, Charles Adje, David Beacham, Patrick Berryman, Eddie Griffith and Peter Mitchell

Co-optee*:* Helena Kania

Overview

5.1 There were six formal meetings of the Adults and Health Scrutiny Panel in 2016/17. In addition, various evidence gathering sessions took place to assist in-depth project work on physical activity for older people and to better understand issues outlined in the work programme. For example, site visits to Ermine Road Day Centre and the Haynes Centre provided the Panel with greater insight into the transformation processes underway to develop and implement a new model of day opportunities.

Key issues of concern

5.2 Throughout the year the Panel focused their input on areas of concern, including: General Practice in Haringey; Addressing Community Wellbeing; Foot Care Services; Day Opportunities; The Home Care Market across Haringey; and Osbourne Grove Nursing Home. Key lines of enquiry, across the Panel's work programme, focused on the significant funding and demand challenges and the guiding principles for service transformation, including scrutiny of Haringey's target operating model.

Adult Safeguarding

5.3 As in previous years, the Panel considered a wide range of issues in relation to adult safeguarding and Haringey's ambition to develop a community wide partnership approach to quality assurance. This included meeting with the Care Quality Commission who presented an overview of inspections carried out in the borough, drawing out key trends and lessons regarding the quality of care delivered in the borough.

5.4 The Panel also met with Dr Adi Cooper, the Independent Chair of Haringey's Safeguarding Adults Board (SAB), to receive an update in Making Safeguarding Personal (MSP), a sector led initiative that aims to enhance choice, control and quality of life. As a result of work in this area, a number of important actions have been taken forward to ensure a greater sense of responsibility for adult safeguarding amongst all Councillors' and an improved system of reporting back to scrutiny which allows oversight of how MSP is working for the people it is place to protect.

Financial Scrutiny

5.5 The Panel also kept an overview of the financial performance of services managed by the Director of Adult Social Services and the Adults focussed services managed by the Director of Public Health and the Assistant Director of Commissioning. This was done by holding a special single issue meeting in November which allowed consideration of the Corporate Plan Priority 2 Budget position.

5.6 As part of the Council's formal budget scrutiny process, during December, the Panel also contributed to the development of the new medium term financial strategy (2017/18 – 2021/22) by providing recommendations on various savings proposals. Further information about Budget Scrutiny can be found in Section 10.

Cabinet Member Q & A

5.7 The year started and concluded with opportunities to question Cllr Jason Arthur, Cabinet Member for Finance and Health, on his portfolio. Cllr Arthur attended meetings throughout the year while the Q&A sessions in July and March provided opportunities to hold the Cabinet Member to account across his portfolio.

Joint Scrutiny

5.8 A summary of joint scrutiny work undertaken in relation to the North Middlesex University Hospital NHS Trust and the Barnet and Haringey Mental Health NHS trust is provided in Section 9.

6. Children and Young People Scrutiny Panel

Chair's Introduction

6.1 *"The Children and Young People's Scrutiny Panel covers, amongst other things, safeguarding and education improvement, which are high priorities for both residents and the Council. The Panel has aimed to focus on the key issues in these areas and the following were included within its work during the year."*

Cllr Kirsten Hearn, Chair

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

Co-optee*:* Ms Y. Denny (Church of England representative), Mr C. Ekeowa (Catholic Diocese representative), Ms L. Davin (Parent Governor) and Ms. U. Naseer (Parent Governor)

Review on Child Friendly Haringey

6.2 The Panel undertook a piece of in-depth work on how the Council could best incorporate the principles within the United Nations Convention on the Rights of the Child into strategic priorities and embed it within everything that the Council does.

Update on Recommendations from the OFSTED Single Inspection Framework Report on Services for Children in Need of Help and Protection, Children Looked After and Care Leavers and Review of the Effectiveness of the Local Safeguarding Children Board

6.3 At a special meeting, the Panel looked in detail at the progress that has been made in implementing the recommendations of the OFSTED inspections of 2014 and received reports on this from the Chair of the Haringey Local Safeguarding Children Board and the Director of Children's Services.

Scrutiny of the Draft Medium Term Financial Strategy (MTFS)

6.4 The Panel looked in detail at proposals within the MTFS plan affecting services for children and young people and made recommendations regarding the level of detail provided within the proposals and risk modelling.

Child obesity; 2016 Update

6.5 It was reported to the Panel that Haringey had adopted a "whole systems" approach to addressing child obesity and that this was 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.

Haringey Children's Centres - The Impact of Closures

6.6 The Panel received a report on action that had been taken to mitigate the effect of the reductions in the number of Children's Centres from 16 to 9. Despite this, the

number of children registered had increased slightly. The benchmark for children registered had been set at 65% of those eligible and this had been met

Haringey Youth Zone

6.7 The Cabinet Member for Communities reported to the Panel on proposals to develop a Haringey Youth Zone. This would bring in additional funding to develop youth provision in the borough. The Panel expressed concerns at the "one size fits all" model and felt that the process would have benefitted from earlier engagement.

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7. Environment and Community Safety Scrutiny Panel

Chair's Introduction

7.1 "*This Panel has a wide portfolio that includes the environment, crime, litter collections, refuse and recycling. The Panel has aimed to continue to focus on the issues that are most important to Haringey residents and, through this, help to improve our environment by providing evidenced based projects which can help inform the debate about how to make this a clean and safe borough to live."*

Cllr Makbule Gunes, Chair

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

Co-optee*:* Ian Sygrave, Haringey Association of Neighbourhood Watches

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Fear of Crime

7.2 The Panel undertook a piece of in-depth work on addressing fear of crime. It made a number of recommendations including:

- There being a stronger focus on reducing fear of crime by the Community Safety Partnership;
- That actions plans be adaptable to local conditions and concerns; and
- That, where necessary, ward budgets be used to help fund accommodation costs for neighbourhood watches.

Haringey Safer Communities Partnership

7.3 The Panel received a report from the Police Service on the crime statistics for the Borough. The Panel noted that there had been increases in hate crime, knife enabled crime and serious youth violence. However, there had also been a large reduction on burglary.

Waste, Recycling and Street Cleansing Performance

7.4 The Panel received regular updates on performance levels in respect of waste, recycling and street cleansing performance.

Implementation of 20 mph Speed Limit

7.5 The Panel received a report on the progress that had been undertaken with the introduction of the 20 mph speed limit in residential roads. It noted that the scheme had gone live in February 2016 and that enforcement had taken place on roads where problems had occurred.

Prevent Strategy Update

7.6 The Panel received an update on progress with the Prevent initiative that had been set up to address violent extremism. This involved a wide range of work including providing support for schools and for parents, through training on internet usage and on-line safety.

Medium Term Financial Strategy 2017/18 - 2021/22

7.7 The Panel considered the proposals relating to Priority 3 within the Council's Medium Term Financial Strategy (MTFS) and made recommendations on a number of issues, including;

- Charging for bulky household waste and replacement wheelie bins;
- Rationalisation of parking visitor permits;
- The new parking operating model; and
- Relocation of parking/CCTV Processes and appeals

Haringey's Sustainable Transport Programme

7.8 The Panel received a report on the Council's Sustainable Transport Programme. The Panel felt that positive news, such as the installation of cycle hangars, needed to be promoted strongly. Although no car developments were increasing in number, housing estates were not making the same level of progress and there was still some way to go to bring about culture change.

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8. Housing and Regeneration Scrutiny Panel

Chair's Introduction

"The residents of our borough have high expectations with respect to the delivery of council services. It is our duty to act as a "critical friend" to ensure these expectations are met.

With this in mind, it has been a busy year with Panel's work programme dominated by the Haringey Development Vehicle (HDV). During 2016/17 we established, and completed, projects on both governance and the design and operation of the HDV. At the same time, we have ensured other issues, including areas of concern, have been kept under review.

The manner in which the Panel has operated shows the positive contribution Overview and Scrutiny can make. I would like to thank members, officers and other stakeholders, who have contributed to our work."

Cllr Emine Ibrahim, Chair

Councillors: Emine Ibrahim (Chair), John Bevan, Gail Engert, Tim Gallagher, Martin Newton, Zena Brabazon and Stuart McNamara

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Haringey Development Vehicle

8.1 On 10 November 2015, Cabinet approved the business case for establishing the HDV, a joint venture between the Council and a private partner to drive the development of housing and employment space, and wider regeneration, on Council-owned land.

8.2 In this context, at the start of the municipal year, the Panel agreed to look carefully at the governance arrangements for the HDV as it was agreed such arrangements would be critical to ensure the operation of the HDV is transparent and accountable and operates in the interest of the council and the residents it serves.

8.3 In developing its report on governance, the Panel held a number of evidence gathering sessions and received evidence from local stakeholders including council officers, community group representatives, other local authorities, Investment Partners in other joint ventures and expert independent opinion via the Chartered Institute of Housing.

8.4 In January 2017, the Panel made a number of recommendations, including that further scrutiny of the proposals for the establishment of the proposed HDV be undertaken before summer 2017. The recommendations on governance were considered by Cabinet on 14th February 2017.

Recommendation on Governance with Cabinet Response (14 February 2017)

8.5 At the same meeting, Cabinet agreed to proceed to the Preferred Bidder Stage with Lendlease as its preferred bidder, a decision that was "Called-In" and studied by OSC on 2nd March 2017. OSC referred this decision back to Cabinet, with recommendations. On 7th March 2017 Cabinet re-considered and confirmed its original decision, subject to further commitments in response to the Call-In.

8.6 During spring, following the interim report on governance and the Call-In, further scrutiny work was undertaken by the Panel, concerning the design and operation of the HDV. The Panel held six evidence gathering sessions, meeting stakeholders with a wide range of knowledge and experience. This included local witnesses, such as council officers and community group representatives, as well as external contributors.

8.7 A number of themes emerged from the investigation. These relate, primarily, to: the business case; audit and risk; the scale of the proposed HDV, officer capacity; and concerns about the financial modelling and timing of the decision.

8.8 These findings were used to develop a number of recommendations based on important principles, including: protecting the Council's financial position; anticipating and managing risk; protecting residents' rights, the provision of affordable housing; advancing equality; ongoing democratic control and accountability; and ensuring transparency and probity.

8.9 The final recommendations from this in-depth scrutiny investigation were considered by Cabinet at its 3rd July meeting. The response from Cabinet to all recommendations can be found via the link below:

Scrutiny Recommendations with Cabinet Response (3 July 2017)

Supported Housing Review – Older People

8.10 In addition to the HDV, the Panel hosted a scrutiny in-a-day event, focusing on older people, to assist evidence gathering for the Council's Supported People Review. Supported Housing is funded by two council departments, Housing and Social Care, and is a preventative provision designed to reduce homelessness and social exclusion and address social care needs. The work of scrutiny, focusing on older people, allowed input into the development of the Housing Support Transformation Framework and the principles that will guide the design and delivery of Haringey's refreshed housing support offer.

8.11 Findings from the review were considered in February and the Panel highlighted that much of the change recommended for supported housing was obvious and overdue, with much of the discussion focusing on improving working practices in supporting older people. The Panel was also keen that sheltered housing tenants should be actively involved in shaping any changes to their service. These issues will be kept under review during 2017/18

Monitoring

8.12 As well as performance monitoring, throughout the year the Panel kept an overview of the budget position for Priorities 4 and 5 of Haringey's Corporate Plan. In addition, and as part of the Council's formal budget scrutiny process, during December, the Panel contributed to the development of the new medium term financial strategy (2017/18 – 2021/22) by providing comment on various savings proposals. Further information about Budget Scrutiny can be found in Section 10.

Cabinet Member Q & A

8.13 Two Cabinet member portfolios sit within the remit of this panel and both attended during the year to respond to questions:

8.14 In addition to the HDV, a wide range of issues were discussed with the Cabinet Member for Housing Regeneration and Planning, including: The impact of the Housing and Planning Act; The level of planning applications being approved; The Council's infill house building scheme; The Housing Revenue Account; Housing Zone funding; Pressures within temporary accommodation; and the delivery of 250 new council homes within the administration (2014-2018).

8.15 Key issues discussed with the Cabinet Member for Economic Development, Social Inclusion and Sustainability included: The work that was taking place to establish a District Energy Network for North Tottenham; Regeneration in Wood Green, including the investment framework and Area Action Plan; The development of BIDs in partnership with local businesses; The importance of bringing new activities, cultural events and entertainment to Wood Green.

Other Issues

8.16 In addition to the issues above, the panel also scrutinised a number of issues at meetings, including: Viability assessments; Use of right-to-buy receipts; An update on additional, mandatory and selective licensing; Tottenham and Wood Green Regeneration Programmes, including consideration of lessons learnt; Updates on two previous scrutiny projects concerning Council Led Development and governance arrangements for the Community Infrastructure Levy; Supporting engagement and involvement in the local planning system.

9a. North Central London Joint Health OSC

North Central London Joint Health Overview & Scrutiny Committee (JHOSC)

9.1 Haringey is a part of a joint health overview and scrutiny committee covering the boroughs of Barnet, Enfield, Camden, Haringey and Islington. Each borough has two representatives on the Committee. Haringey's representatives were Cllrs Pippa Connor (Vice-Chair) and Charles Wright. The Committee was established to scrutinise health issues common to all of the five boroughs. Amongst the issues discussed this year at the JHOSC were the following:

North Central London Sustainability and Transformation Plan

9.2 The most significant issue for the Committee in the past year has been the Sustainability and Transformation Plan (STP) for North Central London, which it has examined in detail. This is a comprehensive plan that has been developed by health and social care partners in the area and which sets out how local services in the area will be transformed and become sustainable over the next five years. In particular, it aimed to address the potential shortfall in funding of £800 million if no action is taken. The Committee has considered both the plan and the process for developing it and made recommendations to health and social care partners on a range of issues including;

- Transparency, engagement and governance;
- Finance;
- Adults social care;
- Digital services;
- Mental health; and
- Estates

Whittington LUTS Clinic

9.3 The Committee has continued to work with patients from the Lower Urinary Tract Services (LUTS) clinic at Hornsey Clinic and as Whittington Health, who provide the service, to re-establish the service following its temporary closure in 2015. In addition, it also considered measures to ensure its continuation following the retirement of its consultant.

Whittington Estates Strategy

9.4 The Committee has looked in detail at plans by Whittington Health to rationalise and develop estates to ensure that all of its sites are fit for purpose and able to meet future needs. In particular, the Committee considered and made comments on engagement with the local community, transparency and the need to ensure that plans complement those within the STP.

London Ambulance Service (LAS) Report on Hospital Handover Times

9.5 The Committee considered ambulance handover times for north central London. Concern was expressed at long waits that some patients could experience in waiting for an ambulance and delays in transferring them to a hospital. There were also issues arising from ambulances from the East of England being diverted to hospitals in the area.

Review of Adult Immunisation and Screening Programmes

9.6 The Committee received a report on the adult immunisation and screening programmes in North-Central London in response to concerns at the low levels in the sub-region. The concerns were echoed by officers, who outlined actions that were being made to remedy this including measures to increase take up of diabetic eye screening, influenza vaccination and bowel and breast cancer screening.

Royal Free - Relationship with North Middlesex

9.7 The Committee considered the development of a partnership between the North Middlesex Hospital and the Royal Free Group. It noted the concerns that had been expressed by Enfield Councillors at the potential long term implications for the A & E service at the hospital and their wish that key performance indicators be provided for each of the individual sites within the Royal Free Group.

9b. Barnet, Enfield and Haringey Sub Group

9.8 In addition to work carried out by the "parent" JHOSC, representatives from Haringey worked closely with colleagues from Barnet and Enfield to address concerns relating to North Middlesex University Hospital NHS Trust and Barnet, Enfield and Haringey Mental Health NHS Trust.

9.9 During the year one formal sub group meeting was held. In addition, representatives from the sub group and members from Haringey's Adults and Health Scrutiny Panel attended briefings, meetings and seminars to better understand issues across both Trusts.

Barnet, Enfield and Haringey Mental Health NHS Trust

9.10 In May the sub group met to provide feedback on the Trust's Draft Quality Account for 2016/17. It was evident from the meeting on 5th May that priorities highlighted by the Trust built upon those identified in previous years. Members were also pleased that previous comments from the sub group had been adopted and included. It was noted that the Development Action Plan, produced following a CQC inspection was reflected in the documents and by reducing agency costs from £1.2m to £700,000, it was acknowledged a greater continuity of staff now existed.

9.11 In addition to providing comments on the structure and content of the account itself, the sub group noted, with concern, the current financial deficit of £12m. Savings proposals include a further reduction in agency costs, rationalisation of estates, a review of procurement processes and a review of back-office functions in conjunction with the Mental Health Trust Alliance. Comments from the Lead Commissioner, Enfield CCG, highlighted an equally challenging financial position.

9.12 The sub group meeting also provided an opportunity to scrutinise specific funding relating to the redevelopment of the St Ann's site, along with issues associated with Delayed Transfers of Care (DToC). The predominant reasons for DToC are access to housing and access to social care. With this in mind, it was agreed that the issue of DToC should be subject to discussion at the wider JHOSC, with figures provided for each borough.

North Middlesex University Hospital NHS Trust

9.13 Following an unannounced inspection by the CQC, the Chief Inspector of Hospitals published a report in 2016 concerning urgent and emergency care services at North Middlesex University Hospital, with services being rated as inadequate.

9.14 With this in mind, scrutiny members took a keen interest in these issues during 2016/17, especially in terms of A&E performance. Following an initial update at the Adults and Health Scrutiny Panel in July, and in order to gain a better understanding, members from Haringey were invited to attend, and take part in, two meetings hosted by Enfield Council. Various issues were considered in response to actions taken by the Trust. These are summarised in minutes from meetings held during 2016/17, available via the links below:

- Haringey's Adults and Health Scrutiny Panel (11 July 2016)
- Enfield's Health Scrutiny Standing Panel (5 October 2016)
- Enfield's Health Scrutiny Standing Panel (5 January 2017)

9.15 During the year representatives from Haringey also took part in workshops relating to the Trust's Quality Account. Scrutiny members agreed that the Trust's theme of "Consistency and Sustainability" was appropriate in order to underpin priorities for 2017/18. In addition, consideration was given to a range of issues including patient safety, clinical effectiveness, patient experience and staff experience.

9.16 The issues above will be kept under close review during 2017/18.

10. Budget Scrutiny

10.1 Over the past year, the Overview and Scrutiny Committee undertook efforts to ensure effective financial scrutiny at each of the three stages – budget setting, expenditure monitoring, outturn reviewing. These efforts included training for Members, scrutiny of in-year expenditure and the positive response of Cabinet to scrutiny recommendations in the setting of the new Medium Term Financial Strategy (MTFS).

10.2 As part of the Council's governance arrangements for the development of the new MTFS, Overview and Scrutiny considered savings proposals that were presented to the December 2016 Cabinet.

10.3 Following consideration by Cabinet, all four Scrutiny Panels met in December to scrutinise the draft budget proposals that fell within their portfolio areas:

- Children and Young People Scrutiny Panel (Priority 1)
- Adults and Health Scrutiny Panel (Priority 2)
- Environment and Community Safety Scrutiny Panel (Priority 3)
- Housing and Regeneration Scrutiny Panel (Priority 4 and Priority 5)

10.4 In addition, the Overview and Scrutiny Committee met on 17 January to consider proposals relating to Priority X (Enabling).

10.5 Cabinet Members, senior officers and finance leads were in attendance at each meeting to present proposals and to respond to questions from members. For some of the proposals, additional information was requested. This was considered by the Overview and Scrutiny Committee on 30 January, along with emerging recommendations from each Panel, ahead of final recommendations being agreed and referred to Cabinet.

10.6 Key recommendations from scrutiny included removal of the following savings proposals:

- Proposal 2.3 - Fees & Charges – Disability Related Expenditure – saving of £129k for 2017/18;
- Proposal 2.3 - Fees & Charges – Transport Day Opportunity with a saving of £61k for 2017/18;
- Proposal 3.10 - New Parking Operating Model - saving of £920k for 2018/19;
- Proposal 6.6 - Reduce Opening Hours in our six branch libraries to 36 hours per week – saving £150k for 2017/18

10.7 The final recommendations from the Overview and Scrutiny Committee, were considered by Cabinet at its 14 February meeting. The response from Cabinet to all recommendations can be found via the link below:

Scrutiny Recommendations with Cabinet Response (14 February 2017)

11. How to get involved

11.1 Public engagement and involvement is a key function of scrutiny and local residents and community groups are encouraged to participate in all aspects of scrutiny from the development of the work programme to participation in project work. For this purpose, all formal meetings of the Overview and Scrutiny Committee and the four scrutiny panels are held in public and everyone is welcome to attend.

11.2 As well as attending a scrutiny meeting, there are a number of ways in which local people can be actively involved in the scrutiny process.

Suggest a topic for review

11.3 Members of the public and community groups can suggest topics for possible scrutiny review. Please use the scrutiny suggestion form (Word, 52KB) to suggest a topic for inclusion within the scrutiny work programme.

Being a witness

11.4 Like parliamentary select committees, a range of individuals may be asked to give evidence to support scrutiny reviews. This may include service users and community stakeholders, as well as service providers, policy makers, managers and people who have some knowledge or expertise of the area under consideration.

11.5 The ways in which evidence is collected will vary, but may include online surveys, focus groups or public meetings. Details of current scrutiny projects and how you can participate can be viewed on the scrutiny consultation page.

Asking questions

11.6 The Overview and Scrutiny Committee or scrutiny panels may call a Member of the Cabinet and chief officer (such as a service Director) to answer questions on the performance, policy plans and targets for their portfolio or service. The Committee or relevant scrutiny panel may also call local NHS executives to account for policy and performance issues in the health sector. Representatives from other local public services (for example, police service, fire service, housing associations or Jobcentre Plus) may also be invited to scrutiny meetings where appropriate.

11.7 Members of the public can also raise questions about a subject being scrutinised and can submit questions in writing to be asked of executive councillors and chief officers called before the Overview and Scrutiny Committee or panels.

11.8 Questions should be sent in writing at least 5 clear working days in advance of the meeting. Questions can be sent by email or post to the Democratic Services Manager, or the appropriate committee or panel support officer.

Appendix 1

Overview & Scrutiny Remits and Membership 2016/17

Scrutiny Body	Areas of Responsibility	Cabinet Links
Overview & Scrutiny Committee **Cllr Charles Wright, Chair**	Communications; Corporate policy and strategy; Council performance; External partnerships; Strategic transport; Growth and inward investment; Capital strategy	Cllr Claire Kober, Leader of the Council
	Libraries; Customer Services; Customer Transformation Programme; Culture	Cllr Bernice Vanier, Deputy Leader, and Cabinet Member for Customer Services and Culture
	Council finances and budget	Cllr Jason Arthur, Cabinet Member for Finance and Health
	Equalities; The voluntary sector; Community Strategy	Cllr Eugene Ayisi, Cabinet Member for Communities
	Corporate programme; Council IT shared services; Procurement & commercial partnerships; Corporate governance; Shared Service Centre; Council HR & staff wellbeing; Accommodation Strategy; Community buildings; Corporate property	Cllr Ali Demirci, Cabinet Member for Corporate Resources
	Growth strategy delivery; Social inclusion	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
Adults & Health Scrutiny Panel **Cllr Pippa Connor, Chair**	Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; Health and social care integration and commissioning; Working with CCG and NHS	Cllr Jason Arthur, Cabinet Member for Finance and Health
	Tackling unemployment and worklessness; Adult learning and skills	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
Children & Young People Scrutiny Panel	Schools and education; Safeguarding children; Early years and child care; Adoption and fostering; Looked-after children; Children with disabilities and additional needs; Children to adult social care transition	Cllr Elin Weston, Cabinet Member for Children and Families

Scrutiny Body	Areas of Responsibility	Cabinet Links
Cllr Kirsten Hearn, Chair	Post 16 education	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
	Youth services and youth offending	Cllr Eugene Ayisi, Cabinet Member for Communities
Environment & Community Safety Scrutiny Panel	Recycling, waste and street cleaning; Highways; Parking; Parks and open spaces; Leisure and leisure centres; Licensing (environmental and HMO); Enforcement (environmental and planning)	Cllr Peray Ahmet, Cabinet Member for Environment
Cllr Makbule Gunes, Chair	Community safety; Engagement with the Police; Tackling antisocial behaviour; Violence Against Women and Girls	Cllr Eugene Ayisi, Cabinet Member for Communities
Housing & Regeneration Scrutiny Panel	Regeneration in Tottenham; Planning policy; Planning applications and development management; Building Control; Housing Investment Programme; Housing strategy and delivery; Partnerships with Homes for Haringey and social landlords	Cllr Alan Strickland, Cabinet Member for Housing, Regeneration and Planning
Cllr Emine Ibrahim, Chair	Regeneration in Wood Green; Sustainability and carbon reduction	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability

Further information

Overview and Scrutiny Committee
020 8489 2920
michael.kay@haringey.gov.uk

Adults and Health Scrutiny Panel
020 8489 2933
christian.scade@haringey.gov.uk

Children and Young People Scrutiny Panel
020 8489 2921
rob.mack@haringey.gov.uk

Environment and Community Safety Scrutiny Panel
020 8489 2921
rob.mack@haringey.gov.uk

Housing and Regeneration Scrutiny Panel
020 8489 6950
christian.scade@haringey.gov.uk

For general information or enquiries:
scrutiny@haringey.gov.uk

Overview and Scrutiny
5th Floor
River Park House
Wood Green
London
N22 8HQ

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Report for: Overview and Scrutiny Committee, 16 October 2017

Title: Overview and Scrutiny Work Programme update

Report authorised by : Michael Kay, Democratic Services and Scrutiny Manager

Lead Officer: Christian Scade, Principal Scrutiny Officer
Tel: 020 8489 2933, Email: christian.scade@haringey.gov.uk

Ward(s) affected: N/A

Report for Key/ Non Key Decision: N/A

1. Describe the issue under consideration

1.1 To provide Members an update on the work of the Overview and Scrutiny Committee and its Scrutiny Panels.

2. Recommendations

2.1 That the Committee:

(a) Note the work programmes for the main Committee and Scrutiny Panels at appendices 1, 2, 3, 5, and 7.

(b) Agree the draft scope and terms of reference for the Children and Young People's Scrutiny Panel's review of Support for Refugee Children, at appendix 4;

(c) Agree the draft scope and terms of reference for the Environment and Community Safety Scrutiny Panel's review of Parks at appendix 6;

(d) Agree the draft scope and terms of reference for the Housing and Regeneration Scrutiny Panel's review of Social Housing, at appendix 8

(e) Agree the addition of Councillor Carroll to the Housing and Regeneration Scrutiny Panel at paragraph 4.4.

3. Reasons for decision

3.1 The OSC is responsible for developing and overseeing the overall scrutiny work plan, including work for its standing scrutiny panels.

4. Background information

4.1 Each year, the OSC is responsible for developing and overseeing the overall scrutiny work programme, including work for its four standing scrutiny panels.

4.2 Following the agreement of the overall work programme in July, this paper gives an update on the work of the Committee and its panels for the remainder of the municipal year. Members may wish to highlight any resource or capacity issues it foresees for the programme set out below.

4.3 Following their initial meetings, three of the four scrutiny panels have also agreed draft scopes and terms of reference for scrutiny reviews, presented to the Committee for agreement. These are on Support for Refugee Children, from the Children and Young People's Scrutiny Panel (at appendix 4), Parks from the Environment and Community Safety Panel – requested by the main Committee (at appendix 6), and on Social Housing from the Housing and Regeneration Scrutiny Panel (at appendix 8).

Scrutiny Panel Membership

4.4 There has been a request for Councillor Carroll to join the Housing and Regeneration Scrutiny Panel.

4.5 Paragraph 1,2 (ii) Part 4, Section G of the Overview and Scrutiny Procedure Rules (Haringey Council Constitution) states that the OSC is responsible for the appointment of Scurtiny Review Panels, with membership that reflects the political balance of the Council. Scrutiny Panels should be between 3 and 7 Members.

4.6 At its meeting on 13th June 2017 the Overview and Scrutiny Committee agreed the membership of the four scrutiny panels. Two changes were made at the July meeting, including the removal of a member from the Housing and Regeneration Panel.

4.7 With the addition of Councillor Carroll, the proposed revised membership of the Housing and Regeneration Scrutiny Panel is listed below:

Councillor Ibrahim (Chair)
Councillor Bevan
Councillor Brabazon
Councillor Carroll
Councillor Engert
Councillor Newton
Councillor Waters

4.8 With 2 Liberal Democrat to 5 Labour Members, the Scrutiny Panel would be broadly proportionate to representation at full Council (an 8:49, or approximately 1-to-6 ratio). It is at the largest size expected for a Scrutiny Panel.

5. Contribution to strategic outcomes

5.1 The issues within the 2017/18 work programme were identified following consideration by relevant Members and officers of the priorities within Haringey's Corporate Plan (2015-18). Their selection was specifically based on their potential to contribute to strategic outcomes.

6. Statutory Officers comments

Finance and Procurement

6.1 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 these will be highlighted at that time.

Legal

6.2 There are no immediate legal implications arising from the report.

6.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.

6.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.

6.5 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

6.6 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.

6.7 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.

6.8 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.

7. Use of Appendices

Appendix 1: Overview and Scrutiny Committee Work Programme 2017/18
Appendix 2: Adults and Health Scrutiny Panel Work Programme 2017/18
Appendix 3: Children and Young People Scrutiny Panel Work Programme 2017/18
Appendix 4: Draft scope and terms of reference – Support to Refugee Children
Appendix 5: Environment and Community Safety Scrutiny Panel Work Programme 2017/18
Appendix 6: Draft scope and terms of reference – Parks
Appendix 7: Housing and Regeneration Scrutiny Panel Work Programme 2017/18
Appendix 8: Draft scope and terms of reference – Social Housing

8. Local Government (Access to Information) Act 1985

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

Appendix 1

Overview and Scrutiny Committee
Work Plan 2017-18

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
21 November	Budget Monitoring – Q2	Consideration of performance against budget, including whether savings targets are likely to be met.	Cabinet Member, Finance Chief Finance Officer
	Performance update – Q2	To monitor performance against priority targets	Performance Manager
	OSC review of Fire Safety in High-Rise Buildings	Consider, finalise and agree recommendations for submission to Cabinet	Scrutiny officer
	Environment and Community Safety Panel review: Street Sweeping	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair, ECSSP
16 January	Priority X Budget Scrutiny (Deputy Chair in the Chair)	Undertake scrutiny of the 'enabling' priority	Chief Finance Officer Principal Accountant, Financial Planning
29 January	Budget Scrutiny – panel feedback and recommendations	Consider panels' draft recommendations and agree input into Cabinet's final budget proposals discussions on 13 Feb	Deputy Chair in the Chair
	Environment and Community Safety Scrutiny Panel review: Parks	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair, ECSSP
	Children and Young People Scrutiny Panel review: Support for Refugee Children	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair, CYPSP

Appendix 1

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
26 March	Budget Monitoring – Q3	Consideration of performance against budget, including whether savings targets are likely to be met.	Cabinet Member, Finance Chief Finance Officer Principal Accountant, Financial Planning
	Performance update – Q3	To monitor performance against priority targets	Performance Manager
	Update on Finsbury Park Scrutiny work	To consider developments since the Committee's work	Cabinet Member, Environment Highways, Parking, Parks & Open Space Manger
	Housing and Regeneration Scrutiny Panel's review: Social Housing	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair - HRSP
	Conclude all OSC work of current administration	To conclude the work of the current administration before Purdah (27 March)	OSC

Appendix 2

Adults and Health Scrutiny Panel
Work Plan 2017-18

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
29 June 2017	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 for 2017-18	Christian Scade, Principal Scrutiny Officer
	Update and Lessons Learnt from the Physical Activity for Older People Scrutiny Project	To provide an update on the Cabinet Response and to consider lessons learnt from the review (methodology, outcomes, barriers etc).	Jeanelle de Gruchy, DPH Christian Scade, Principal Scrutiny Officer
	Work Programme Development	To receive an update on the work programme development process with officer input at the meeting (no Scrutiny Cafe this year)	Christian Scade, Principal Scrutiny Officer
	P2 Transformation Update (Presentation)	To receive an update, via presentation, on the funding and resources available for P2. This will include updates on BCF, the model for Day Opportunities and how the social care precept is being used.	Beverley Tarka, Director Adult Social Services John Everson, AD, Adult Social Services Charlotte Pomery, AD Commissioning
	Urgent Item on Osbourne Grove	Update following the recent Cabinet Member signing	Beverley Tarka, Director Adult Social Services

Appendix 2

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
10 October 2017	NCL JHOSC Update	Verbal update from the Chair on following the NCL JHOSC meeting on 19 September 2017. Panel Members will be sent the agenda / papers for the NCL JHOSC meeting.	Cllr Pippa Connor (Chair)
	Future Model of Health and Care in Haringey (Discharge pathways and market development)	An update on the Design Framework – focusing on discharge pathways and market development – with case studies. This will build on the AHSP meeting in September 2016 and the MLD sessions that took place during 2016/17 on ITOM.	John Everson, AD, Adult Social Services
	Primary Care Update	An update was requested by the Panel in March. This item will follow on from the discharge pathways item above.	Cassie Williams, AD Primary Care Quality and Development
	Cabinet Member Q&A	An opportunity to question relevant Cabinet Members on their areas of responsibility relevant to the Panel's TofR. To include any questions, on the consultation process, relating to Osborne Grove and/or Community Meals.	Cllr Arthur, Cabinet Member for Finance and Health Cllr Vanier, Cabinet Member for Adult Social Care and Culture
	Foot Care Update (For noting only)	An update for 2017/18 was requested at the September 2016 AHSP meeting. The Chair has agreed this should be prepared as a (short) briefing paper for noting i.e. it will be published with the agenda but not discussed at the meeting.	Andrea Cronin, Commissioning Manager, CCG

Appendix 2

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
16 November 2017	Budget Monitoring	An update on the financial performance of P2 Services (Adults Social Care, Commissioning & Public Health)	Cabinet Member, Finance and Health Beverley Tarka, Director Adult Social Services Dr. Jeanelle de Gruchy Director of Public Health Charlotte Pomery, AD Commissioning Paul Durrant, Senior Business Partner John Everson, AD, Adult Social Services
	NCL JHOSC Update	Verbal update from the Chair on work being led by the NCL JHOSC	Cllr Pippa Connor
14 December 2017	Budget Scrutiny	Scrutiny of P2 Budget Proposals	Cllr Arthur, Cabinet Member for Finance and Health Cllr Vanier, Cabinet Member for Adult Social Care and Culture
January 2018	Osborne Grove	Update Item – timing / scope of item TBC	Beverley Tarka, Director Adult Social Services

Appendix 2

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
Date TBC	Adult Safeguarding	Following scrutiny work undertaken over the last couple of years it is likely KLOE for this meeting will focus on *"what does good look like for an adult at risk?"* 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
	Making Safeguarding Personal (MSP)	Details TBC	Dr Adi Cooper, Independent. Chair, Haringey SAB Beverley Tarka, Director Adult Social Services
	Safeguarding Adults Board – Annual Report 2016/17	Details TBC	Dr Adi Cooper, Independent. Chair of Haringey's SAB Patricia Durr, SAB Business Manager

Appendix 2

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
		The items above will need to ensure that the actions / issues arising from the meeting on 1 December 2016 are addressed.	
8 March 2018	Community Wellbeing Framework	As discussed in March 2017 an update on the framework will be considered by the Panel in March 2018	Dr Tamara Djuretic, AD, Public Health
	NCL JHOSC Update	Verbal update from the Chair on work being led by the NCL JHOSC	Cllr Connor
	Physical Activity for Older People	Monitoring of previous recommendations following Cabinet's response in June 2017	Dr. Jeanelle de Gruchy Director of Public Health
	Cabinet Member Q&A	Review of the year	Cllr Arthur, Cabinet Member, Finance and Health Cllr Vanier, Cabinet Member for Adult Social Care and Culture

Care Home Commissioning Scrutiny Project

The overarching aim of this project is to ensure residents in Haringey receive high quality care in care home settings (residential and nursing) and that contracts incentivise care homes to provide high quality care. This will be done by looking at Haringey's current care home offer, with consideration given to both the user/carer experience and workforce support and planning.

This piece of work will be scoped in October with evidence gathering taking place during November – January. A final report will be prepared for consideration by the Overview and Scrutiny Committee on 26 March.

FUTURE ITEMS TBC

Adult Packages of Care
- For further consideration following discussion at the November budget monitoring meeting.
- Information from the Corporate Delivery Unit was circulated to the Panel in November 2017.
- Details TBC

Meals on Wheels
- Feedback on the consultation exercise that was agreed by a Cabinet Member signing in June (date TBC)

Fees and Charges / Disability Related Expenditure
- Feedback on the consultation exercise that was agreed by a Cabinet Member signing in June 2017 (date TBC)
- In addition, as part of last year's budget scrutiny it was agreed that an update should be given to a future meeting of the Panel (date TBC) on the impact of the proposed revenue savings proposals. This should include monitoring of the EqIA action plan and consideration of how changes are monitored via annual care assessments.
- http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=804&MId=7967&Ver=4

Haringey Development Vehicles
- Health related issues and concerns relating to the HDV

Carers' Services/ Strategy Update
- As discussed in March 2017 under the Cabinet Member Q&A with input from the CCG.

Items to be considered / raised elsewhere:

NCL JHOSC / BEH Sub Group

- North London Partners in Health & Care, Sustainability and Transformation Plan (STP)
- Quality Accounts for Healthcare providers, including the North Middlesex University Hospital NHS Trust, and BEH Mental Health NHS Trust.

Suicide Prevention Plan

- A briefing note, based on the email below from the Centre for Public Scrutiny, was included with the OSC agenda for 17 July 2017

"House of Commons Health Committee Advocates Role for Local Scrutiny of Suicide Prevention Plans

In December 2016, the Health Committee published an interim report on suicide prevention to inform the Government's updated suicide prevention strategy. The Government subsequently published its update to the strategy in the form of a progress report. Witnesses told the Committee's latest inquiry that the underlying strategy is essentially sound but that the key problem lies with inadequate implementation. 95% of local authorities now have a suicide prevention plan, but there is currently little or no information about the quality of those plans.

The Committee noted that there is a role for local scrutiny of implementation of suicide prevention plans in the first instance and considered that this local scrutiny could be a role for health overview and scrutiny committees within local authorities. The Committee has made a recommendation to Government that effective implementation of the suicide prevention plan in local areas should be a key role of health overview and scrutiny committees."

Appendix 3

Children and Young People's Scrutiny Panel
Work Plan 2017-18

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.	
Project	**Comments**
Support for Refugee children	The review will consider the support that is available for refugee children arriving in Haringey, including: • Support for refugee children in schools as well as for schools themselves; • Trauma and mental health issues; • What happens when refugee children reach the age of 18; • Families with no recourse to public funds; • How refugee children are placed within local authorities; • How expertise and learning is shared; and • Resource implications.
Restorative Justice	It is proposed that the review focus on the following areas: • Current use of restorative justice and how it could be extended; • Best practice examples elsewhere; and • Increasing take up and exposure amongst black and minority ethnic communities and especially young black men. Proposals are currently in the process of being developed by both the Youth Justice Board and the Early Help Partnership to extent the use of restorative justice and these are likely to be ready for discussion in December/January. It is therefore proposed that work on this issue be scheduled for later in the year.

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
29 June 2017	• Cabinet Member Questions; Cllr Weston (Children and Families) and Cllr Ayisi (Communities) • Work Planning. To agree the work plan for the Panel for this year. • Terms of Reference • CAMHS provision for BAME young people and, in particular, those who come into contact with the youth justice system
5 October 2017	• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1. • Budget savings - Progress in delivering the savings and their impact upon service delivery. • Update on implementation of the recommendations of the Panel's review on Disproportionality within the Youth Justice System
6 November 2017	• Cabinet Member Questions • Chair of LSCB & Annual Report
18 December 2017	• Budget scrutiny
8 March 2018	• Educational Attainment Performance; To report on educational attainment and performance for different groups, including children with SEND and LAC. 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. • Ethnic minority education attainment

Appendix 3

TBA:

- Private fostering;
- Adoption and Special Guardianship Payments - Impact of the implementation of the refreshment of the payment policy;
- New Models of Care - Progress with the development of new models;
- Schools and Learning - Progress with the implementation of the budget proposals;
- Action to address the recent increase in emotional and behavioural issues reported amongst children in primary schools, as referred to in the Panel's review on disproportionality within the youth justice system.

Appendix 4

Children and Young People's Scrutiny Panel
Review on Support for Refugee Children; Scope and Terms of Reference

Review Topic	Review / Project Title
Rationale	The review will look at the response that is made to refugee and asylum seeking children arriving in Haringey and how their needs are met. In doing this, it will seek to identify areas where there are gaps or challenges and current arrangements could be enhanced, as well as risks and opportunities. Amongst other areas, the review will look at; • Relationships with local community organisations and how they are involved; • Support for children in schools as well as for schools themselves; • Trauma and mental health issues and how these are addressed; • What happens when refugee children reach the age of 18; • Families with no recourse to public funds; • Resource implications; and • How expertise and learning is shared.
Scrutiny Membership	Members of the Children and Young People's Scrutiny Panel will carry out this review: Councillors: Kirsten Hearn (Chair), Mark Blake, Sarah Elliott, Toni Mallett, Liz Morris and Reg Rice Co-optees/ Non Voting Members: Luci Davin (parent governor representative), Yvonne Denny (Church representative) and Uzma Naseer (parent governor representative)
Terms of Reference (Purpose of the Review/ Objectives)	To consider and make recommendations to the Council's Cabinet on how support that is provided by the Council and its partners to assist with the settling of refugee and asylum seeker children arriving in Haringey may be enhanced
Links to the Corporate Plan	Priority 1 - Enable every child and young person to have the best start in life, with high quality education
Evidence Sources	These will include: • Relevant performance data; • Interviews with key officers, partners and community organisations; and • Information and data from other local authorities.
Witnesses	The following witnesses will be invited to take part in the review/submit evidence:

	• Sarah Alexander, Assistant Director of Children's Services (Safeguarding and Social Care) • Haringey Secondary Headteachers Association • Haringey Primary, Early Years and Headteachers Association Special • Haringey Clinical Commissioning Group • Barnet, Enfield and Haringey Mental Health Trust • Haringey Migrant Support Centre and other migrant community organisations • Care Leavers
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
Equalities Implications	The review will consider to what extent current arrangements meets the needs of all sections of the community, including young people and emerging communities.
Timescale	The review will aim to complete its evidence gathering by the end of December 2017 and report to the Overview and Scrutiny Committee meeting on 29 January 2018.
Reporting arrangements	The Director of Children's Services will co-ordinate a response 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	Lead Officer; Robert Mack, Scrutiny Policy Officer, 0208 489 2921 rob.mack@haringey.gov.uk Service Contact; Sarah Alexander, Assistant Director of Children's Services (Safeguarding and Social Care)

Environment and Community Safety Scrutiny Panel
Work Plan 2017-18

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.	
Street sweeping	As part of the savings proposals agreed as part of the Medium Term Financial Strategy for 2015-18, a reduction of £2.8 million was made in the Integrated Waste Management Contract. The frequency of street sweeping in residential roads was reduced from twice to once weekly, delivered over 5 days, as a result of this. The benefits of this universal approach were felt to be that; • There was a consistency across the borough, with all wards receiving the same level of service; • It was easy to understand and explain; and • All residents were given an equal opportunity to prevent litter being dropped. It was acknowledged that there was a risk arising from this that levels of cleanliness would be reduced and the Council would not meet its target for being in the top quartile for London on street cleanliness. The service reductions were implemented at the start of January 2016. Performance declined from January to April 2016 whilst the new cleanings schedules were settling in but subsequently improved, albeit not quite up to previous levels. There were issues on Homes for Haringey estates though and the twice weekly sweep to these areas was reinstated as a result of these. The review will consider, within the current level of costs, the options that are available to improve outcomes and whether there might be merit in moving to a system that is more responsive to levels of need. In doing this, the review will look at: • Relevant performance data from Haringey, including resident satisfaction levels; • Volumes of rubbish collected in different parts of the borough; • Service models used by other boroughs and comparative performance levels; and • Housing estates and the work undertaken by Homes for Haringey; and • The outcome of the Team Noel Park pilot. The terms of reference of the review are:

	"To consider and make recommendations on, within the current level of costs, the options available to improve the cleanliness of residential streets across the borough in order to achieve greater level of equality of outcome."
Parks	There is widespread agreement amongst parks groups across the country that parks and open spaces across are under threat. This is due to the cumulative effects of budget cuts which have impacted severely on their resources and left many local authorities struggling to maintain sites adequately. In Haringey, £1.4 million has been taken out of the budget already, with another £1.17 million is expected to be saved / additional income generated by 2018. The number of full time parks maintenance staff has also been reduced by 50% since 2012. Action has been taken by the Council to mitigate the effects of budget reductions through generating income, pursuing efficiency savings, adopting less maintenance heavy horticultural approaches and working with various partners. Parks are still well used and highly regarded by residents and make an invaluable contribution to the health, well-being and quality of life of the community. During this period resident satisfaction has remained high at 84% in 2016/17 and the number of Green flag parks has risen from 15 to 22. There are nevertheless further financial challenges that will need to be addressed and concern has been expressed by park users at the possibility that these may lead to decline. Deterioration could lead to parks attracting vandalism, anti-social behaviour and crime and less attractive and accessible to residents The recent report by the House of Commons Select Committee on public parks addressed many of these issues. The report highlights the benefits of having a formal plan or strategy and action is being undertaken to develop one for Haringey by the service, in collaboration with Public Health. The review would aim to feed into this process It is proposed that the review focus on; • Maintenance of standards and support; • The wider benefits and contributions to Corporate Plan priorities that parks make; • Potential sources of funding; and • Effective protection from inappropriate development or commercialisation.

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
26 June 2017	• Cabinet Member Q&A - Environment; To question the Cabinet Member for Environment on current issues and plans arising for her portfolio. • Appointment of Non-Voting Co-opted Member • Work Programme for the Forthcoming Year • Waste, recycling and street cleansing data • Scrutiny Review – Fear of Crime; Final Report
12 October 2017	• 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: o Crime Performance Statistics - Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; and o Statistics on hate crime. • Update on implementation of recommendations of Scrutiny Review on Community Safety in Parks • Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 3.
20 November 2017	• 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 • Charges for Replacement Bins and Collection of Green Waste and Bulky Items • Team Noel Park Pilot • Transport Strategy • Update on implementation of recommendations of Scrutiny Review on Cycling
21 December 2017	• Budget Scrutiny
15 March 2018	• Cabinet Member Q&A – Communities; To question the Cabinet Member for Communities on current issues and plans arising from his portfolio.

Environment and Community Safety Scrutiny Panel
Parks - Scope and Terms of Reference

Review Topic	Review / Project Title
Rationale	There is widespread agreement amongst parks groups across the country that parks and open spaces across are under threat. This is due to the cumulative effects of budget cuts which have impacted severely on their resources and left many local authorities struggling to maintain sites adequately. In Haringey, £1.4 million has been taken out of the budget already, with another £1.17 million is expected to be saved / additional income generated by 2018. The number of full time parks maintenance staff has also been reduced by 50% since 2012. Action has been taken by the Council to mitigate the effects of budget reductions through generating income, pursuing efficiency savings, adopting less maintenance heavy horticultural approaches and working with various partners. Parks are still well used and highly regarded by residents and make an invaluable contribution to the health, well-being and quality of life of the community. During this period resident satisfaction has remained high at 84% in 2016/17 and the number of Green flag parks has risen from 15 to 22. There are nevertheless further financial challenges that will need to be addressed and concern has been expressed by park users at the possibility that these may lead to decline. Deterioration could lead to parks attracting vandalism, anti-social behaviour and crime and less attractive and accessible to residents The recent report by the House of Commons Select Committee on public parks addressed many of these issues. The report highlights the benefits of having a formal plan or strategy and action is being undertaken to develop one for Haringey by the service, in collaboration with Public Health. The review would aim to feed into this process It is proposed that the review focus on; • Maintenance of standards and support; • The wider benefits and contributions to Corporate Plan priorities that parks make; • Potential sources of funding; and • Effective protection from inappropriate development or commercialisation.

Scrutiny Membership	Members of the Environment and Community Safety Scrutiny Panel will carry out this review: Councillors: Tim Gallagher (Chair), Barbara Blake, Clive Carter, Makbule Gunes, Bob Hare, Adam Jogee and Anne Stennett Co-optees/ Non Voting Member Ian Sygrave (Haringey Association of Neighbourhood Watches)
Terms of Reference (Purpose of the Review/ Objectives)	To consider and make recommendations to the Council's Cabinet on the development of a strategy for the borough's parks and open spaces and, in particular; • Maintenance of standards and support; • The wider benefits and contributions to Corporate Plan priorities that parks make; • Potential sources of funding; and • Effective protection from inappropriate development or commercialisation.
Links to the Corporate Plan	Priority 3 - A clean, well maintained and safe borough where people are proud to live and work
Evidence Sources	This will include: • Performance data, including resident satisfaction levels; • Interviews with key officers, stakeholders and park user groups; • Information and data from other London boroughs, including those using different or innovative models of service.
Witnesses	The following witnesses will be invited to take part in the review/submit evidence: - Simon Farrow, Commissioning Manager, Public Realm, Commercial and Operations - Lewis Taylor, Parks Area Manager, Commercial and Operations - Dave Morris, Chair of Haringey Friends of Parks Forum - Jeanelle de Gruchy, Director of Public Health - Haringey Clinical Commissioning Group - Tony Leach, Parks for London - Peter O'Brien, Area Regeneration Manager, Tottenham Programme - Fields in Trust - Lee Valley Regional Park - Robby Sukhdeo, Pavilion Sport and café - The Conservation Volunteers
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 - Site visits
Equalities Implications	The review will consider to what extent current provision meets the needs of all sections of the community, including young people, people with disabilities, older people and emerging communities.
Timescale	The review would aim to complete receiving evidence by the end of December 2017 with a view to reporting to the final meeting of the Overview and Scrutiny Committee of the year on 26 March 2018.
Reporting arrangements	The Director for Commercial and Operations will coordinate a 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	Lead Officer; Robert Mack, Scrutiny Policy Officer, 0208 489 2921 rob.mack@haringey.gov.uk Service Contact: Zoe Robertson, Head of Commissioning & Client, Commercial & Operations

Appendix 7

Housing and Regeneration Scrutiny Panel
Work Plan 2017-18

Date	Agenda Item	Details / Desired Outcome	Lead Officer / Witnesses
22 June 2017	Terms of Reference and Membership	To note the terms of reference and membership for the Panel.	Christian Scade, Principal Scrutiny Officer
	Homelessness Supply and Demand	Presentation Homelessness Supply and Demand.	Denise Gandy, HFH Alan Benson, Housing Strategy and Commissioning Manager
	Cabinet Member Q&A	An opportunity to question Councillor Alan Strickland, Cabinet Member for Housing, Regeneration and Planning, on his portfolio.	Cllr Strickland, Cabinet Member for Housing, Regeneration and Planning
	Scrutiny Work Programme Development 2017/18	This report sets out how the foundations will be laid for targeted, inclusive and timely work on issues of local importance where scrutiny can add value.	Christian Scade, Principal Scrutiny Officer
	Urgent Item on Fire Safety	In response to the Glenfell Tower tragedy the Chair informed the Panel that an urgent item on fire safety would be considered.	Cllr Strickland, Cabinet Member for Housing, Regeneration and Planning
2 October 2017	HDV Update	Verbal update – this will be the first item on the agenda	Cllr Weston, Lyn Garner and Richard Grice.
	Property Licensing Update	This request was made following a verbal update to the Panel in February 2017.	Alison Crowe, Programme Manager Cllr Ahmet, Cabinet Member for Environment

Date	Agenda Item	Details / Desired Outcome	Lead Officer / Witnesses
	What does "Good Growth" mean for Haringey?	What does "Good Growth", as a concept, mean for Haringey, especially in terms of people, place and prosperity.	Peter O'Brien, Area Regeneration Manger
	Viability Assessments – Scrutiny Project Update	Monitoring of previous scrutiny recommendations following the Cabinet Response in January 2017 with a covering report to set the scene	Emma Williamson, AD Planning Dean Hermitage, Head of Dev. Manage. and Enf. Planning
	Scrutiny Project Work – Scoping Documents	To discuss and (formally) agree the scope/ terms of reference for project work below – see "project work".	Christian Scade, Principal Scrutiny Officer
	Scrutiny Work Programme	Update – standing item.	Christian Scade, Principal Scrutiny Officer
7 November 2017	Budget Monitoring	An update on the financial performance / budget monitoring of services related to Priorities 4 and 5 of Haringey's Corporate Plan.	Lyn Garner, Director of Regeneration, Planning & Dev Rita Bacheta, Senior Business Partner
	Plans to Reduce TA	As discussed with the Chair as part of the P5 dashboard briefing.	Denise Gandy, HFH Alan Benson, Housing Strategy and Commissioning Manager
	HDV Update	Standing item for 2017/18.	Dan Hawthorn, Director of Housing and Growth
	Scrutiny Work Programme	To consider and, where appropriate, update the Panel's work programme for 2017/18	Christian Scade, Principal Scrutiny Officer

Appendix 7

Date	Agenda Item	Details / Desired Outcome	Lead Officer / Witnesses
19 December 2017	Budget Scrutiny	To include scrutiny of the MTFS and HRA	Cllr Strickland, Cabinet Member for Housing, Regeneration and Planning.
	Preparation for the Homelessness Reduction Act	This item was requested following the Homelessness Supply and Demand Updates considered by the Panel in June 2017.	Denise Gandy, HFH Alan Benson, Housing Strategy and Commissioning Manager
	HDV Update	Standing item for 2017/18	Dan Hawthorn, Director of Housing and Growth
	Scrutiny Work Programme	To consider and, where appropriate, update the Panel's work programme for 2017/18	Christian Scade, Principal Scrutiny Officer
13 March 2018	HDV Update	To include monitoring of previous recommendations – from the interim report on governance and stage 2.	Dan Hawthorn, Director of Housing and Growth
	Housing for Older People	To include an update on the Supported Housing Review although this item will also include other areas.	Alan Benson, Housing Strategy and Commissioning Manager
	Scrutiny Work Programme	To review work carried out during 2017/18 and to highlight issues to be rolled over to 2018/19.	Christian Scade, Principal Scrutiny Officer

FUTURE ITEMS – details and/or timings to be confirmed

- **Rolled over from 2016/17**
    - Consideration of performance against housing supply commitments within the Council's policy framework. This was suggested by OSC as part of the Sale of Land at Kerswell Close Call-In – minutes available here
    - The work of the Decision Panel
    - CIL issues

New Items put forward for consideration during 2017/18

- Estate Renewal Schemes
- Homelessness and Rough Sleeping – focusing in on the cost of emergency accommodation
- Intermediate Housing Policy
- Private Rented Strategy

PROJECT WORK

In-depth Scrutiny Work

- A project has been scoped focusing on the conditions and attitudes towards social housing in Haringey
- Consideration will be given to new and older housing across the borough
- A draft scoping document is attached below.

Scrutiny in a Day

- To consider the impact of tall buildings and high density development on residents' way of life, including public health.
- This Scrutiny in a Day will take place towards the end of 2017 / early 2018
- The membership for this review may include representatives from the Adults and Health Scrutiny Panel
- Work in this area still needs to be scoped

Housing and Regeneration Scrutiny Panel
Social Housing Scrutiny Project – Scope and Terms of Reference

Review Topic	Social Housing Scrutiny Project
Membership	Cllr Emine Ibrahim (Chair), Cllr John Bevan, Cllr Zena Brabazon, Cllr Gail Engert, Cllr Martin Newton, Cllr Ann Waters
Rationale	The Panel believe delivering more social housing will help address the current housing crisis. With this in mind, a number of reasons have been cited for carrying out a high-level review of social housing, focusing on national, regional and local issues, including: "*Our broken housing market is one of the greatest barriers to progress in Britain today.*" (White Paper - "Fixing our broken housing market": February 2017) "*For years, residents on many council and housing association estates across the UIK have seen their areas neglected by councils and treated as no-go zones by locals. In the media, the people living on these estates have been described as spongers and trouble makers*." (Dispossession: The Great Social Housing Swindle) "All too often social housing residents tell us that they feel like second-class citizens and that politicians simply don't care about them." (New Statesmen: August 2017) "*The scale of the housing crisis is now so grave that only a paradigm shift can begin to address it."* (New Statesman: June 2017) *"The challenge is clear enough: the long-term undersupply of new homes, particularly genuinely affordable homes, is leaving millions of working people facing soaring private rents, while high house prices bar more and more first time buyers from getting on the housing ladder. Meanwhile short term tenancies prevent families from putting down roots in their community, and inadequate funding means the housing safety is not always there to help people when they need it."* (Shelter: June 2017)

		"*London's housing market is not currently meeting Londoners' needs…. more and more families are forced to live in poor conditions, lack long term security and face a higher risk of homelessness. Tens of thousands of Londoners are stuck in temporary accommodation because of the acute shortage of social housing."* (Shelter: February 2017) *"More than a million households living in private rented accommodation are at risk of becoming homeless by 2020 because of rising rents, benefit freezes and a lack of social housing, according to a devastating new report (by Shelter) into the UK's escalating housing crisis.* (The Guardian: June 2017) *"(Many households will) "be victims both of high private rents and of government restrictions on benefit, both of which stem from the failures of housing policies for more than 30 years.…(These) findings will place greater pressure on the government over housing policy following the Grenfell Tower fire disaster... "* (The Guardian: June 2017) *"Rents are high because housing is scarce and property values high, and because millions excluded from both owning homes and living in social housing have nowhere to go but the private rental sector. Benefit is being restricted not only because of generalised austerity but also because the total housing benefit bill has been pushed up by the reduction of publicly-owned housing, thanks to the right-to-buy policy introduced under Margaret Thatcher and by restrictions on local authorities' ability to replenish their stock."* (The Guardian: June 2017) *"The result is that they have to pay market rates to private landlords, when they might have housed them in their own properties. The victims of this failure of policy are those least able to afford it."* (The Guardian: June 2017) *"The role of government in housing is partly planning, to encourage new homes to be built in the places where they are needed, to use land well and create neighbourhoods rather than assemblages of units, to make garden cities rather than sprawl, and tall buildings that are landmarks rather than eyesores. It is also to build when private companies won't. This is not a radical socialist agenda but established policy of different administrations, both in Britain and elsewhere, for more than a century."* (The Guardian: June 2017)	

	"If something good is to come of the Grenfell Tower disaster, it will be the attention it brings to the current state of housing in Britain, in particular for people on low incomes." (The Guardian: June 2017) "Social housing is a vital, much needed housing tenure and more must be done to ensure it is safely managed and resourced. The residents' voice is a critical part of that." (John Gliesen, Chair of tenant engagement experts Tpas, Evening Standard, September 2017) "Involving residents in service design and the governance of the organisation has not only helped improve customer satisfaction, it's also helped reduce costs. Residents are experts at identifying areas where landlords are over or under serving." (Paul Hackett, Chief Executive of Housing Association Optivo, Evening Standard, September 2017) With the Mayor's London Housing Strategy currently out for consultation, the timing of this review will allow scrutiny to contribute to regional policy development. This three-month consultation runs until 7th December 2017. In addition, there are a number of opportunities to influence national housing policy. Input, during 2017/18, also allows recommendations to be put forward which will contribute to the delivery of objectives set out in Haringey's Housing Strategy (2017-22).
Terms of Reference **(Purpose of the Review / Objectives)**	1. To consider attitudes towards social housing, both in Haringey and further afield. 2. To review the supply and quality of social housing in Haringey with consideration given to both new and older housing across the borough. 3. To identify barriers in current regional and national housing policy to enable consideration of what Haringey's lobbying priorities should be around social housing. 4. To identify key indicators that enable social interventions of estate regeneration to be measured, ensuring existing communities get the greatest possible benefit from changes to their neighbourhoods. 5. To identify opportunities for residents so they can contribute fully to the delivery of objectives outlined in the Council's Housing Strategy (2017-22), including monitoring of progress.

Links to the Corporate Plan	In addition to contributing to Priority 5, including objectives set out in Haringey's Housing Strategy, work in this area is likely to contribute to various cross-cutting themes, including: "A Fair and Equal Borough"; "Working Together with our Communities" and "Working in Partnership".
Evidence Sources / Witnesses	This is for further discussion with the Panel but will include: written submissions; desk top research; site visits; independent research articles/papers. Input will also be sought from: Council Officers; Homes for Haringey; professional experts; academics; external partners; local residents, the voluntary sector; local community groups; the Government; representatives from the GLA's Housing Committee.
Approach	- It is anticipated evidence will be gathered through a series of half-day sessions during September – January. - Informed participants will be invited to give evidence on a sequential basis throughout a morning, afternoon or evening. - This approach facilitates continuity to evidence gathering, and allows members to focus on the questions set for this review. The Panel may also want to meet with residents, and front line staff, away from the Civic Centre. - Evidence from each session will be summarised from which members will draw up conclusions and recommendations. - The draft/final report will then be considered in public by the Housing and Regeneration Scrutiny Panel and the Overview and Scrutiny Committee in March (dates below).
Equalities Implications	The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not. The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.

	The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. 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 service 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. The Panel should ensure that equalities comments are based on evidence, when possible. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.
Timescale	- Review set up by Panel / OSC in **July 2017** - Scoping – **August / September** - Panel Members to watch *Dispossession: The Great Social Housing Swindle* – **20 September** - Final scoping document submitted to OSC for final approval (**16 October**) - Evidence gathering **October – January** - Consultation on the Mayor's draft Housing Strategy ends on **7 December 2017** - Analyse findings / develop recommendations **late January / early February** - Draft report signed off (with comments from legal / finance) by **23 February** - Draft report considered by Housing & Regeneration Scrutiny Panel on **13 March** - Final report published **16 March** - OSC meets on **26 March** to discuss / agree final report (before purdah) - Cabinet Response – with partner input – prepared for **June 2018** Cabinet
Reporting arrangements	The dates for reporting are outlined above. Dan Hawthorn, Director for Housing and Growth, will coordinate the Cabinet Response (with input from partners as appropriate).
Publicity	Details TBC
Constraints / Barriers / Risks	The broad remit of the project is ambitious and there is a risk of the review over running. If work isn't completed before purdah / the local elections in May 2018 the Panel's membership may change.
Officer Support	Christian Scade, Principal Scrutiny Officer; Dan Hawthorn, Director for Housing and Growth; Alan Benson, Head of Housing Strategy & Commissioning; and Michael Westbrook, Housing Strategy & Commissioning Manager.

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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