

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

**Tuesday, 21st November, 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 (Co-opted Member - Church
Representative (CofE)), Luci Davin (Parent Governor representative) and
Uzma Naseer (Parent Governor Representative)

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

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

6. MINUTES (PAGES 1 - 10)

To agree the minutes from the OSC meeting on 16th October.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 11 - 26)

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

- Children & Young People Scrutiny Panel (5th October).
- Environment & Community Safety Scrutiny Panel (12th October).

8. COMPLAINTS UPDATE (PAGES 27 - 60)

9. QUARTER 2 2017/18 BUDGET MONITORING REPORT (PAGES 61 - 86)

10. CORPORATE PLAN 2015-18 PRIORITY PERFORMANCE UPDATE ON BUILDING A STRONGER HARINGEY TOGETHER- JUNE 2017 (PAGES 87 - 94)

11. BUDGET SETTING PROCESS

Verbal Update.

- 12. ENVIRONMENT & COMMUNITY SAFETY PANEL - FINAL STREET SWEEPING REPORT (PAGES 95 - 120)**
- 13. WORK PROGRAMME UPDATE (PAGES 121 - 144)**
- 14. NEW ITEMS OF URGENT BUSINESS**
- 15. FUTURE MEETINGS**

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

Monday, 13 November 2017

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MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 16TH OCTOBER, 2017, 19:00

PRESENT:

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

Also Present: Councillor Zena Brabazon

1. 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.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Hearn.

Apologies for absence were also received from Yvonne Denny.

3. URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

The Chair advised that a petition had been received around changes to waste collection services. The petition was signed by 1423 residents and had therefore not met the threshold for a debate at Full Council. Instead, the petitioner had agreed to come and address the Committee given the synergism with agenda item 8 on OSC budget recommendations for the current municipal year. The Chair asked the Cabinet Member to respond to the petitioner as part of their response to item 8.

The Chair invited Mr Peter Simon to address the Committee in reference to his petition around changes to waste collection services including; charging for bulky items, charging for replacement bins and charging for garden waste (from 23rd October). Mr Simon called on the council to suspend the changes to waste services and to urgently review, consult upon and publish the potential impact upon the local environment and residents. Mr Simon raised concerns that the evidence base for the

changes was weak and that the outcome of their implementation had not been properly thought through.

In response to the petition, the Committee sought the petitioners views on whether maintaining the current hessian sacks would mitigate the need for another bin. Mr Simon responded the salient factor would be whether there was a charge for those sacks. Mr Simon expressed surprise that the Council had not, for instance, considered the introduction of fortnightly collections before introducing additional charges for waste collection services. Following clarification, the petitioner advised that his preference would be for a reduction to the existing service in an attempt to deliver savings, rather than income generation from additional charges. In response to a comment from the Committee around charges for garden waste collection being common in London, Mr Simon advised that Haringey's changes were above that of many other boroughs; advising that that the average charge was £50-£60, whereas Haringey were going to charge £75.

The Chair advised that he was going to take agenda items 14 and 13 immediately following the conclusion of item 8. **Clerks note- The minutes follow the order of items at they were taken, not as they were listed on the agenda.**

6. MINUTES

RESOLVED

That the public minutes of the meetings held on 13th June and on 17th July be approved as a correct record of the meeting.

7. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED

That the minutes, and recommendations contained therein, of the below Scrutiny Panels be approved:

- 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

Clive Heaphy, Chief Finance Officer, introduced the report which set out an update on the 2017/18 Overview & Scrutiny Committee budget recommendations. The following arose during the discussion of the report:

- a. In response to a request for clarification on the timings for disability related expenditure, the Committee was advised that the analysis was being undertaken and that the findings should be available in the next 6-8 weeks.
- b. The Chair welcomed the fact that a number of the Committee's recommendations had led to savings being deferred.

Cllr Ahmet, the Cabinet Member for Environment responded to the points raised in Mr Simon's petition under agenda item 5. The following was noted:

- a. The changes to waste collection services had been in discussion since the Cabinet Member was appointed in April 2016 and a lot of consideration had been given to their implementation.
- b. 16 London boroughs charged for green waste and a number of others provided no service at all as it was not statutory.
- c. An alternative offer had been introduced for residents with smaller gardens to use compostable bags for their green waste.
- d. The Cabinet Member advised that they were unable to accept concessions to the £75 rate for collection of garden waste. The Committee was also advised that there was a six month introduction period to allow for sufficient communication of the changes with residents.

The following arose in the wake of Cllr Ahmet's response to Mr. Simon:

- a. In response to a question on whether consideration had been given to fortnightly collections of green waste, the Client & Commissioning Manager cautioned that that the food waste and green waste collections were linked and so it was not the case that fortnightly collections of green waste would halve the cost of the service. The Committee was advised that fortnightly collections were considered but were ultimately dismissed because they did not deliver the level of savings required.
- b. In response to a question around the viability of hessian sacks, the Client and Commissioning Manager advised that any savings would be significantly reduced by the cost of tagging the sacks. In addition, the introduction of biodegradable sacks had no limit to the amount of waste that could be collected and therefore gave residents more flexibility.
- c. The Client & Commissioning Manager advised that the biodegradable bags had a broadly neutral environmental impact and also helped reduce detritus levels caused by green waste.
- d. Cllr Brabazon raised concerns with the financial viability of the scheme and queried whether it would generate the levels of income that had been forecast. In response, the Cabinet Member advised that the service would be widely advertised and cautioned that ultimately if it failed to generate the required level of income then further savings would need to be made. The Chair commented that regular monitoring of the MTFs took place and that any concerns that arose would be well highlighted.
- e. The Chair asked the Environment & Scrutiny Panel to monitor the changes to waste collection going forward. Cllr Gallagher agreed that the panel would monitor the situation over a six month period and would report back to OSC in due course. **(Action: Cllr Gallagher).**

RESOLVED

That the Committee noted the progress that had been made on the recommendations detailed in Appendix 1 of the report.

9. UPDATE ON TREASURY MANAGEMENT STRATEGY

Thomas Skeen, Head of Pensions introduced the report as set out. Which presented the updated Treasury Management Strategy Statement for 2017/18-2019/20. Head of Pensions introduced Luke Webster, Chief Investment Officer from the GLA.

The following arose during the discussion of the report:

- a. A report setting out the new Treasury Management arrangements was presented to OSC in March 2016. OSC were being given an update on the implementation of those arrangements, and an opportunity to provide comments, before they were presented to Corporate Committee and Full Council for formal adoption.
- b. Current 'in-house' arrangements involved a low level of cash reserves and investment in 'Triple A' rated money market funds. The new arrangements involved entering into partnership with the GLA for the provision of certain treasury management activities, which included undertaking borrowing on the Council's behalf which would be set within strict parameters.
- c. The Committee was advised that the GLA managed investments that totalled around £3 billion, which was around 200 times that of Haringey. The scale of the GLA activities afforded a far greater diversification of risk and they also benefited from a higher yield; creating a small saving for the Council. The risk profile of investments carried out by the GLA was exactly the same as in-house.
- d. In response to a question, the Committee was advised that the savings amounted to around £30k per year but that the primary driver was risk reduction and increased resilience.
- e. Following assurances being sought around the cost of the new arrangements, the Committee was advised that the GLA would charge 2 basis points on the investment performance that the pool achieved. In addition, there would be an annual re-charge to reflect the amount of work done on investments and borrowing; an indicative calculation for last year was a re-charge of around £40k.
- f. In response to concerns raised, the Committee was advised that Haringey would still be responsible for decision making, through its setting of an annual Treasury Management Statement and the setting of borrowing parameters. Officers also advised the Committee that its treasury advisor, Arlingclose, would need to be retained.
- g. In relation to a query around increased borrowing and how the TMSS related, to say the HDV, officers advised that the HDV would be classified as capital expenditure and would be dealt with in the same way as any other capital expenditure plan. The Treasury Management Statement set the parameters for risk and part of the treasury management process was to look at borrowing rates and assess when the Council should borrow money.
- h. In response to a question around debt levels and to what extent the authority was near its borrowing, the Committee was advised that the Council was significantly below its borrowing limit. It was estimated that the authority's borrowing was at £250m which was around 60% of its limit.
- i. In response to a question, the Committee was advised that the arrangement with the GLA was for a 12 month contract, which would contain exit provisions if the Council wished to extricate itself from the joint arrangement.
- j. In response to a question around whether the TMSS should give a firm commitment around exiting any LOBO arrangements that the Council had entered in to, the Committee was advised that a blanket commitment was

probably not in the Councils interest. The Committee was also advised that early exit of such arrangements would incur significant financial penalties.

- k. The Chair requested that the TMSS make specific reference to the authority's position on LOBOs. OSC also requested that Corporate Committee continued to regularly review whether the investment in LOBO financial instruments presented value for money. **(Action Thomas Skeen).**
- l. The Committee also commented that the Treasury Management function should operate separately from political decisions around where the money was invested and that this was something for Corporate Committee to consider.

RESOLVED

That the proposed updated Treasury Management Strategy Statement for 2017/18 to 2019/20 was noted.

10. CORPORATE PLAN PRIORITY PERFORMANCE UPDATE

Charlotte Pomery, Assistant Director for Commissioning introduced the report as set out.

The following was noted during discussion of the report:

- a. The Committee queried about how to make clear which indicators were the responsibility of the Council and which were the responsibility of partners. In response, officers advised that the increasing integration of services at a wider partnership level would be reflected in the next Borough Plan and this also provided an opportunity for further strengthening of the system leadership role that the Council had.
- b. The Committee raised concerns with performance on the number of HfH properties meeting Decent Homes standards and questioned how this compared with other boroughs. The Committee commented that performance seemed to have been at a similar level for a number of years. The AD Commissioning commented that this was one of the priorities of the P5 Board and agreed to get back to the Committee with details of comparative performance levels and how to improve performance in this area.

RESOLVED

- I. That the Committee noted the progress made against the delivery of the priorities and targets of the Corporate Plan.
- II. That the Committee noted the progress on Priority X.

11. UPDATE ON CUSTOMER SERVICES AND LIBRARIES

Cllr Ejifor, Deputy Leader and Cabinet Member for Communities introduced the report as set out. The following was noted during discussion of the report:

- a. The Committee requested information on those waiting longer than 20 minutes for a response, be included in future updates. **(Action: Andy Briggs).**
- b. In response to clarification sought around a 781% increase in the use of social media to interact with the Council, officers advised that this figure had come

- from the annual review undertaken by the web team and confirmed that there had been a huge channel shift in that respect.
- c. The Committee raised concerns with the operation of Wood Green Library and the extent to which the presence of the customer service centre affected its functionality as a library. In response to a query around the continuation of its joint function and its expected lifespan, officers advised that the library probably had a lifespan of around 3-4 years and that the intention was to have a new customer service offer and library in the new civic building.
 - d. The Cabinet Member acknowledged some of the concerns raised around the building's functionality as a library and agreed that he would continue to monitor it going forward.
 - e. Officers advised that additional investment would be put into the Wood Green Library building over the next 12-18 months but cautioned that this would be in proportion to its lifespan.
 - f. The Committee asked for clarification on the breakdown of the 2.4m capital investment in libraries. Officers advised that around £1m was for the refurbishment of Hornsey library. The AD for Customer Services and Libraries agreed to provide OSC with a briefing on the breakdown of 2.4m capital investment. **(Action: Andy Briggs)**.
 - g. The Committee raised concerns with the crossover in portfolio responsibilities between the Deputy Leader and the Cabinet Member for Adult Social Care and Culture and commented that it was difficult to ascertain who had responsibility for specific areas, particularly around who was responsible for the maintenance of a co-located building. Cllr Ejiolor advised that he was responsible for Marcus Garvey Library as it was leased back from Fusion but that Cllr Vanier was responsible for most other library buildings.
 - h. The Chair drew the Committee's attention to the fact that the agenda item was primarily around customer services and not libraries and cautioned that the Cabinet Member for Adult Social Care and Culture was not at the meeting to respond to queries on her portfolio.
 - i. The Deputy Leader and Cabinet Member for Customer Services acknowledged that reporting structures were not as clear as they could have been but reassured the Committee that this issue had been addressed. The Deputy Leader and Cabinet Member for Customer Services agreed to meet with the Cabinet Member for Adult Social Care and Culture to discuss how to manage the co-location of joint services and to feedback to OSC on this. **(Action: Cllr Ejiolor)**.
 - j. The Committee reiterated a request that the customer service centres provided access to toys and books for children. The Deputy Leader and Cabinet Member for Customer Services agreed that he would speak to officers and reconsider this request, suggesting that perhaps a trial period could be introduced. **(Action: Cllr Ejiolor)**.
 - k. In response to a question on who the service champions were, officers advised that they were library staff with a targeted area of responsibility, such as a digital champion.
 - l. The Committee requested that an update on Customer Services and Libraries be brought back to OSC in March 2018. The Committee requested that both Cabinet Members be invited to attend the meeting. The Committee also requested that the report include performance and analysis of the quality of interactions at customer service centres. **(Action: Clerk/Andy Briggs)**.

RESOLVED

The Committee noted the information contained in the report.

12. BUDGET MONITORING Q1

Clive Heaphy, Chief Finance Officer introduced the report which set out the Council's provisional budget outturn for the year ended 31 March 2017 and the Quarter 1 budget monitoring report to June 2017. During discussion of the report the following was noted:

- a. In response to a question, the Chief Finance Officer advised that underspends in the HRA account were ring-fenced to housing activities and would go back into the account to fund decent homes works etc.
- b. The Chief Finance Officer acknowledged the issue of a failure to spend allocations for capital projects and suggested that he would be pushing the Capital Board to demonstrate their ability to deliver on projects as part of the process, as well as introducing a stop on the carry forward of underspends in capital budgets.
- c. The Committee commented that the capital programme was an ongoing concern, notably a failure to deliver on earmarked projects; especially in light of the need for investment across a range of services. The Committee suggested that they would like to see the implementation of additional rigour within the capital programme put forward as a recommendation from OSC going forward. **(Action: Clive Heaphy).**
- d. The Committee questioned the £24m underspend in the HRA account in light of the shortfall in properties being up to decent home standards and sought clarification that this money could be invested in improvements to housing stock. The CFO cautioned that he needed to do some further work to understand the reasons behind the underspend. However, the CFO advised that he was working with the Interim CEO of HfH to look at the issue and acknowledged that reallocation of funding could start as part of next year's programme.
- e. The CFO acknowledged the £1m underspend in the disability facilities grant and the need for services to roll this programme out as part of an annual rolling programme. The CFO agreed to come back to the Committee with information on the underspend in Assessment and Social Work team being used as a mitigation for overspends elsewhere within Adult Social Services. **(Action: Clive Heaphy).**
- f. The CFO also acknowledged the demand led nature of the main budget pressures and that these pressures were not abating. The consequent off-setting of overspends from general reserves was not sustainable and that long term the key was to deliver better outcomes for service users at lower cost, whilst growing the revenue base from building more homes and increasing the number of businesses.
- g. The Committee sought clarification on the financial details of the saving related to the closure of the Park View depot, given that the staff were paid by the NLWA. **(Action Clive Heaphy).**
- h. The current year Q1 position was a £6.6m overspend, made up of £6.2 overspend from the general fund and £400k in the HRA account.

- i. The CFO agreed to come back to the Committee on why the valuers were budgeted for up until March when the HDV was agreed in July. The CFO also agreed to come back to the Committee on what savings were made from the closure of adult day centres and what the unintended financial risks were as a result. **(Action Clive Heaphy)**.
- j. The Committee queried whether the capital underspend could be used to buy street properties to offset the financial pressures on temporary accommodation. In response, the CFO advised that a range of alternatives were being sought to increase provision. It was suggested that a dispersed portfolio of street properties would likely be more difficult to manage than a consolidated block.
- k. The Committee emphasised the importance of schools claiming their full allocation of free schools meals as they were a driver for a variety of other funding sources from central government. The Committee suggested that Finance should be providing support to schools to ensure that take up of funding from free school meals was maximised.

13. UPDATE ON BUDGET SCRUTINY TIMETABLE

Clive Heaphy, Chief Financial Officer introduced the report which set out the timetable for review and agreement of budget/MTFS proposals.

The Chair cautioned that the sequencing of the reporting activity may need to be tweaked in light of January Cabinet being rescheduled. CFO agreed to remove January Cabinet from the timetable and that Cabinet briefings would take place around 29th January. **(Action: Clive Heaphy)**.

RESOLVED

The Committee noted the proposed budget timetable.

14. UPDATE ON HARINGEY JOB SUPPORT

Ambrose Quashie, Head of Employment and Skills introduced the report as set out. The report provided an update on work undertaken to progress recommendations made by Overview and Scrutiny Committee's review of the Haringey job support market. The following was noted during the discussion of the report:

- a. Head of Employment and Skills agreed to come back to the Committee with figures for the number of people with mental health issues that had been assisted with getting back into the job market. **(Action: Ambrose Quashie)**.
- b. Activities were undertaken at Wood Green Library during GCSE results day for the past two years, with a number of different providers providing support to young people. Further engagement work was undertaken with schools around apprenticeships.
- c. The Head of Employment and Skills acknowledged the Committee's concerns around the rollout of Universal Credit and advised that roll out was scheduled to go ahead as planned in July. There was a working group led by AD Transformation and Resources on the implementation of Universal Credit.
- d. In response to a question, the Committee was advised that it was anticipated that there would be around 1000 jobs offered, across a range of different

- industries as part of the work undertaken with Tottenham Hotspur. Every encouragement would be made for employers to pay the London Living Wage.
- e. The Chair suggested that there was scope for greater interaction with HALS. Ambrose Quashie suggested that there was scope to develop a joint offer at Wood Green Library.

Clerk's note: 21:55 -The Committee agreed to suspend Committee Standing Orders to allow the meeting to continue past 22:00

RESOLVED

That the Committee noted the progress made towards implementing its recommendations listed at appendix 1 of the report.

15. FEAR OF CRIME SCRUTINY REVIEW

Cllr Gallagher introduced the Environmental & Community Safety Scrutiny review on fear of crime, as set out in the agenda pack. The following was noted in discussion of the report:

- a. The Committee suggested that the panel should undertake a piece of work in future on the impact of the night time economy, particularly in relation to crime and health and wellbeing.
- b. The Committee also raised significant concerns with the defective lighting at the car park at the Civic Centre.

RESOLVED

That the Committee approve the report and its recommendations and agreed that it be submitted to Cabinet for a response.

16. OSC ANNUAL REPORT 2016/17

The Committee considered the Overview & Scrutiny Annual Report 2016/17, as set out in the agenda pack.

The Vice-Chair commented that the work done around social isolation appeared to be missing from the Adults & Health Scrutiny Panel work. The Clerk agreed to follow this up with the relevant Scrutiny Officer. **(Action: Clerk).**

RESOLVED

That the Overview and Scrutiny Annual Report 2016/17 be approved for submission to Full Council.

17. WORK PROGRAMME UPDATE

RESOLVED

That the Committee:

- I. Noted the work programmes for the main Committee and Scrutiny Panels at appendices 1, 2, 3, 5, and 7 of the report.
- II. Agreed 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 of the report.
- III. Agreed the draft scope and terms of reference for the Environment and Community Safety Scrutiny Panel's review of Parks at appendix 6 of the report.
- IV. Agreed the draft scope and terms of reference for the Housing and Regeneration Scrutiny Panel's review of Social Housing, at appendix 8 of the report.
- V. Agreed the addition of Councillor Carroll to the Housing and Regeneration Scrutiny Panel, as listed at paragraph 4.4 of the report.

18. NEW ITEMS OF URGENT BUSINESS

N/A

19. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting for as it contained exempt information as defined under Schedule 12A, Part 1, Paragraphs 3&5 of the Local Government Act 1972.

20. MINUTES

RESOLVED

The Committee agreed the exempt minutes of the OSC meeting on 17th July 2017, as an accurate record.

21. FUTURE MEETINGS

The future meeting dates were noted:

- 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 CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 5TH OCTOBER 2017

PRESENT:

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

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

17. FILMING AT MEETINGS

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

18. APOLOGIES FOR ABSENCE

None.

19. ITEMS OF URGENT BUSINESS

None.

20. DECLARATIONS OF INTEREST

None.

21. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

22. MINUTES

AGREED:

That the minutes of the meeting of 29 June 2017 be approved.

23. REVIEW ON DISPROPORTIONALITY WITHIN THE YOUTH JUSTICE SYSTEM.

Jennifer Sergeant, the Head of Targeted Response and Youth Justice reported on progress with the implementation of the recommendations of the Panel's review on disproportionality within the youth justice system. She stated that the issue was not unique to Haringey. There were a large number of recommendations from the review and these were cross cutting in nature, requiring input from Early Help, the Police, regeneration and the NHS.

She highlighted the following specific areas of progress:

- Haringey had, using the disproportionality toolkit, recently submitted Haringey's outcomes to the Youth Justice Board. Disproportionality was now also embedded in the Youth Justice Service's performance framework;
- Funding for the next year had been obtained by Mac UK to finance Project Future. The economic impact of their work was being assessed by the London School of Economics;
- A social, emotional and mental health (SEMH) pilot plan was being developed by the Council's Early Help service, with the intention of it becoming part of their core offer to families;
- She had set up a Black and Minority Ethnic (BAME) Steering Group, which was addressing issues such as underachievement and the most effective use of the Pupil Premium; and
- Discussions were taking place with Police colleagues regarding the setting up of a reverse mentoring scheme with young people for the borough.

Progress was being made across all of the areas covered by the review's recommendations. It was perhaps not quite as quick as would have been wished but the issues in question were system wide. There might be a need to review how targets were measured so this could be done in a suitably robust manner.

In answer to a question regarding the recent publication of the Lammy Review, she stated that it had been welcome and the Council had contributed to it. It had referred specifically to youth justice and the need to intervene early and Haringey was well positioned to have conversations with law enforcement agencies regarding its implications. In particular, issues regarding Police behaviour were being taken up locally.

Eubert Malcolm, Head of Community Safety and Enforcement, reported that confidence in the Police in Haringey compared poorly with other London boroughs, with it rated 29th out of 32. The Community Safety Partnership were addressing this issue and the conclusions of the review tied in with this agenda.

Ms Sergeant reported that the Council was working with the Police and Child and Adolescent Mental Health Services (CAMHS) to offer triage and diversion. The CAMHS presence in Police stations was being increased and extended and funding to progress this had been received from the Ministry of Justice. Triage was already well established and part of best practice. It was possible that it might be moved the Early Help in due course.

In answer to question regarding the Gangs Matrix, Ms Sergeant stated that the boroughs had no control regarding who was on it. There were currently three young people of below the age of 18 from Haringey on the Matrix and the youngest of these was 14, The view of Assistant Directors with responsibility for youth justice across London was that there should not be any children on it as they did not have the

resources to be a gang member and were more likely to be being exploited. They therefore wanted the Mayor's Office for Police and Crime (MOPAC) to revise the Matrix. There needed to be a shift away for those under the age of 18 being considered primarily as criminals and for safeguarding issues to be given greater priority. Councillor Ayisi, the Cabinet Member for Communities, reported that the Police had promised to look again at this issue. There were particular concerns that people could appear on the Gangs Matrix merely through association. If you were young and lived in certain areas of the borough, it was hard to avoid any association with individuals that were involved in gang activity. Associating with such individuals did not equate to gang membership. He agreed to feed back the concerns of the Panel regarding this issue.

Concern was expressed by Panel Members that Police Borough Commanders only stayed in the borough for four years. There was a view within the community that Haringey was viewed primarily as a source of useful experience for senior Police officers.

Councillor Weston, the Cabinet Member for Children, reported that the Metropolitan Police were currently undertaking a review of their safeguarding processes. There was a view that the age of criminal responsibility was currently too low. Young people were at risk of exploitation from gangs and could, for instance, be used to sell drugs on their behalf. A meeting had taken place between local authority representatives and the previous Minister responsible for these issues where concerns had been raised. Representations could also be made to the Metropolitan Police regarding these issues.

The Cabinet Member for Communities reported that the Lammy Report into the had not uncovered any previously unknown issues but nevertheless provided hard evidence to support what was known already. The strength of this gave the report real weight and some of the outcomes revealed were shocking. There had still not been any response to it from the government and there was a lack of confidence that action would take place quickly. The findings could nevertheless be used to challenge local partners. The Panel noted that dialogue was taking place with the Borough Commander and the outcome of this could be reported back.

In answer to a question, Gareth Morgan, the Head of Early Help reported that a transition workshop had been arranged for a number of children who primary schools considered would find the transition to secondary school challenging. Their progress was being tracked and there was up to six weeks support available for those that required it. It was a pilot project and would be rolled out across the borough if successful. 78% of those attending were BAME and there was a 60/40 split between boys and girls.

Deborah Tucker, Commissioner for Alternative Provision, reported that there was a BAME Steering Group linked to the Schools Forum that was focussing attention on improving the attainment levels of Black Caribbean boys. They performed very well at Key Stage 1 and 2 but dipped from Key Stage 3 onwards. Whilst exclusions from primary schools were low, they were a lot higher in secondary schools. An offer of support was available to schools that had high levels of exclusions. In addition, efforts were being made to move the focus of attention away from exclusions to a wider

range of issues. Consideration was also being given to ensuring alternative provision was of the highest quality.

The Cabinet Member for Children and Families reported that consideration was being given to the BAME attainment gap and, as part of this, a transition toolkit was being developed. This would include the recommendation that there be a named person in the senior management team of all schools with specific responsibility for these issues. The aim was to develop a system wide approach to address this. Secondary schools had been involved in the work that had been done.

In answer to a question, Mr Morgan reported that there were links between Family Support Workers and every school on the borough, irrespective of their status, as well as alternative provision. This was part of the core offer from Early Help. Underlying behavioural issues could be addressed and support provided for the whole family.

The Panel noted that the period of the evaluation by the London School of Economics of the work undertaken by Mac UK through Project Future had been extended due to additional grant funding for the facility being obtained. It would look at the range of benefits that Project Future had provided for local young people and it was hoped that the evidence generated would strengthen the case for further funding. The Cabinet Member for Communities commented that rehabilitation of offenders was very important and the work undertaken by facilities like Project Future was invaluable.

In answer to a question, Ms Tucker reported that the TBAP had taken over the running of the boroughs Pupil Referral Unit following the failure of the previous provider. There could be managed interventions for young people who had been found in possession of knives, including a weapons awareness programme. The decision to permanently exclude was the responsibility of schools and exclusion was not essential.

Mr Morgan reported that the establishment of borough's Youth Council had been a success and improved engagement with young people. It was now attracting more than 70 young people on a regular basis and was providing useful and well informed input on a range of issues.

Panel Members thanked officers and partners for their candour in responding to the report's recommendations. It was hoped that the Panel's forthcoming review on restorative justice would also provide useful input on this issue.

24. FINANCIAL MONITORING/BUDGET SAVINGS

Paul Durrant, Senior Business Partner from Corporate Finance, reported that Period 5 for 2017/18 showed a projected overspend of £2.8 million. The position was nevertheless an improvement in previous years. Savings had not been made at the pace anticipated though and it was also a struggle to accommodate pressures on children's social care. There was a £1.4 million overspend in children's placements and current ones were being reviewed. There had not been the move to less expensive placements in the numbers that had been planned and unit costs were 10% higher than expected. There had been a focus on the most expensive placements

and the average of these had now gone down. Period 6 was likely to show an improved picture.

There had been a net £700k overspend on staffing. This had been due to the costs of recruiting social workers and the fact that service was currently above establishment levels. Efforts were being made to convert agency social workers to permanent Council contracts. SEN transport had a projected overspend but savings were planned to be achieved through the introduction of single pick up points. Savings were intended to be achieved in respite care through the adoption of a more consistent policy. Although £1.4m had been saved so far, this was £3.1m short of savings targets. There was a management plan that would aim to bridge this gap and the projected £2.8m overspend was a worst case scenario.

The Dedicated Schools Grant (DSG) comprised three blocks of funding. The high needs block showed a projected overspend of £1.34m and proposals on how this would be mitigated would be considered at the next meeting of the Schools Forum. Any deficits would be carried forward so it needed to be addressed so that funding could be sustainable in the long term.

Margaret Dennison, the Interim Director of Children's Services, reported that the suitability and duration of the most expensive placements was being reviewed and benefits from this were already being seen. However, there would always be a cohort of children and young people with exceptional needs. The Cabinet Member for Children and Families reported that a letter had been written to the Secretary of State expressing concern at the lack of secure residential placements, which limited the options available.

In answer to a question regarding the use of agency social workers, Ms Dennison reported that there was an outline plan in place to address this issue and she was confident that more could be achieved. The key issue was the context within which effective social work took place. Haringey often lost social workers to competitor authorities that were better rated and could offer lower workloads. It was not about money but providing a strong offer and improving the context. The service was investing in a specific officer to address recruitment issues. There were particular agency staff that Haringey needed to be looking to retain. In addition, a more robust induction process needed to be developed. The overall offer to staff needed to be improved though addressing issues such as workloads, professional development and working conditions. Models of social work practice also needed to be developed further, such as the greater use of family group conferences.

In answer to a questions, Ms Dennison stated that the savings in SEN transport accrued from just having a single pick up point. Concern was expressed by Panel Members that children and young people with SEN might not live close to each other, making this difficult for parents and carers. Ms Dennison stated that she would be happy to look at any specific instances where this might be causing hardship. The Cabinet Member for Children and Families commented that decisions on travel had been taken some time ago. There had not previously been a policy on the issue. The new arrangements worked for some people but the SEND team would be happy to look at any cases where there were problems.

In answer to a question regarding the cost per year of supporting children from families with no recourse to public funds (NRPF), it was agreed that a briefing note would be circulated with details.

Panel Members raised the issue of schools that held large cash reserves. The Cabinet Member stated that the Schools Forum determined how funding was allocated to schools but the Council did not have any control over how it was used after this. The majority of schools were using all of their funding and many were under considerable financial pressure.

In reference to the pressures in SEND funding within the DSG, the Cabinet Member commented that this was being replicated across London. Work was being undertaken by the Schools Forum to mitigate pressures within the aim of ensuring that provision was sustainable.

In answer to another question, Ms Dennison reported that an OFSTED inspection was expected within the next three months. Until the inspection had taken place, there was no change in approach planned in respect of providers. Many other London boroughs faced similar challenges to Haringey and there was still a large amount of “spot” purchasing that took place.

The Cabinet Member reported that DSG money had been needed to fund nursery places that were required for the two-year-old offer in order to balance the budget. The intention was to avoid a repeat this year. In answer to a question, she agreed to report back on the provision of speech therapy as part of the therapeutic input provided for two-year-olds. She also stated that intention was that the interim Director of Children would be in post for a few months. Stability for the service was required and there was therefore no urgency in making a permanent appointment.

AGREED:

That further information be provided to Panel Members on the following:

- Changes to travel arrangements for SEN children;
- The total cost of support per year to children from families with no recourse to public funds; and
- Provision of speech therapy as part of the therapeutic input provided for two-year-olds.

25. WORK PROGRAMME UPDATE

AGREED:

1. That the Panel’s proposed review on restorative justice commence on the completion on the current review on support to refugee children and that consideration be given to undertaking this in a “scrutiny in a day” format; and
2. That, subject to the above, the work plan be approved.

26. NEW ITEMS OF URGENT BUSINESS

None.

CHAIR: Councillor Kirsten Hearn

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL HELD ON THURSDAY 12TH OCTOBER 2017

PRESENT:

Councillors: Tim Gallagher (Chair), Barbara Blake, Clive Carter, Makbule Gunes, Bob Hare and Anne Stennett

6. FILMING AT MEETINGS

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

7. APOLOGIES FOR ABSENCE

An apology for absence was received from Mr Sygrave.

8. ITEMS OF URGENT BUSINESS

None.

9. DECLARATIONS OF INTEREST

None.

10. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

11. MINUTES

Panel Members requested that the clarification of responsibility for the removal of abandoned bicycle parts from cycle stands that had been circulated following the last meeting of the Panel be re-circulated. It was noted that responsibility for this lay with Veolia.

In respect of the review of the services commissioned from Kingdom, as referred to under item 11 (Cabinet Member Questions), the Panel noted that this would be looking, amongst other issues, at the type of fines levied. The services that they provided were separate from the Council's enforcement function. In respect of item 12 (Waste, Recycling and Street Cleansing Data) Panel Members also requested information on what the level of recycling would be had there not been an increase in the number of loads rejected. Councillor Ahmet, the Cabinet Member for Environment, stated that it was undoubtedly a contributory factor in targets not being met and agreed to obtain further information for the next meeting.

AGREED;

1. That the clarification of responsibility for the removal of abandoned bicycle parts from cycle stands that had been circulated following the last meeting of the Panel be re-circulated;
2. That further information about the impact of change in government regulations regarding contaminated loads on the Council's recycling performance be circulated to the Panel; and
3. That the minutes of the meeting of 26 June 2017 be approved.

12. CABINET MEMBER QUESTIONS - COMMUNITIES

Councillor Eugene Ayisi, the Cabinet Member for Communities, reported on developments within his portfolio as follows:

- Consultation had taken place on proposals in respect of the Police estate. As part of this, it was proposed that there would no longer be a Police contact centre in the west of the borough, However, there would still be a 24 hour presence at Tottenham Police station. The proposal had been discussed at the Community Safety Partnership and there had also been a public meeting to receive the views of local residents. Concerns had been expressed regarding the visibility of the Police but an average of only 1.5 crimes were day were currently reported to Hornsey Police station. By contrast, approximately 34 crimes per day were reported at Tottenham Police station. The way that people reported crime had changed and people now tended to telephone. In addition, they could now report on-line. Police officers would soon also be able to input crime data directly into the system without the need to return to the Police station. Maintaining the physical space would cost the borough 8 Police officers. There was a need to communicate the new arrangements effectively to residents. A range of public spaces could also be used to increase the visibility and accessibility of the Police;
- In respect of the voluntary sector, there had been a meeting of relevant community organisations last November. Good progress had been made since then and there was now greater clarity regarding where decisions were made. As a result of this, community organisations could now bid more confidently for grants and could operate more strategically;
- On 30 November, the annual Violence Against Women and Girls (VAWG) White Ribbon Day would take place. Men were a key component of the work to prevent VAWG as they were often the perpetrators and therefore needed to take ownership of the issue. The aim of White Ribbon Day was to highlight the issue, particularly within organisations;
- Communities had highlighted the need for young people to have somewhere to go in order to divert them from anti-social behaviour. The proposal to develop a Youth Space could provide an opportunity to address this as part of an improved offer for youth within the borough;

- In response to the terrorist incident that had occurred in Finsbury Park, the Faith Forum was being launched and work was being undertaken to develop resilience within communities.

In answer to a question regarding the large increase in gun crime within the borough and its relationship to young people, the Cabinet Member reported that similar increases had been reported across London. The issues that could lead to gun crime started from a young age and early intervention could assist in addressing them. A high percentage of young people who became involved in knife crime had been exposed to domestic violence. They could also be coerced into crime. There had been a stripping out of services for young people in the past few years. Work was taking place with schools to address the issue of attainment amongst black young people. Work was also being undertaken with the Police which was based on viewing such young people as vulnerable with a safeguarding approach more appropriate than enforcement. The view was that Early Help could cut the supply of young adults that get involved in gun crime.

Eubert Malcolm, Head of Community Safety and Enforcement, reported that 9 of the gun discharges that had been recorded were linked to Ducketts Common and issues related to drug dealing and anti social behaviour that had taken place there. Acting Detective Superintendent Caroline Haines, from Haringey Police, reported that current figures showed 29 gun discharges which equated to a 107% increase. There had been a spike between September and October last year when there had been 9 firearm discharges in the Ducketts Common area. An operation had been mounted to address the issues that had arisen in the area and these had now diminished. The 9 discharges that had occurred had accounted for one third of the ones that had taken place in the borough in the past year. They were often linked to gang disputes and the numbers had levelled out recently. There needed to be a balance between diversion and enforcement.

In answer to a question regarding the whether young people would be prepared to travel across the borough to access youth facilities, he stated that a large number travelled from west to east on a regular basis. Only 5 young people had been identified as having specific issues with travelling across the borough. He felt that the Youth Zone was a much needed facility that would provide activities for a large number of young people every day of the week. Its benefits far outweighed the alternative of doing nothing. The offer would be varied and suitable for all sections of the community. It would be remiss of the Council to turn down the offer, which would provide £3 million of capital and revenue funding as well. The Friends of Chestnuts Park had indicated that they did not want their park used for the project but the intention was to come back with further proposals in due course.

In answer to a question regarding CCTV installation, he stated that gangs knew exactly where cameras were located and often inflicted damage on them. Their installation could also merely displace crime and anti social behaviour. Care therefore needed to be exercised when deploying them, despite their popularity with residents. Each licensed bar was required to provide and monitor its own system.

The Panel noted that the new on-line system of reporting crime removed the need to engage with the Police on a face-to-face basis. Information could be inputted using a

map and the new system had the potential to improve intelligence on crime. Work was being undertaken with libraries on the possibility of them being used as a contact point.

Panel Members commented that there were people who lived in the vicinity of Chestnuts who were in favour of the proposed Youth Zone as they were concerned at the lack of facilities for young people in the area. Councillor Ayisi stated that there was only currently £250,000 for youth services in the borough. He felt that serious consideration should be given to developing the Youth Zone should an alternative site come available.

The Panel thanked Councillor Ayisi for his contribution.

13. HARINGEY COMMUNITY SAFETY PARTNERSHIP: PERFORMANCE AND PRIORITIES

Mr Malcolm reported that the funding available from the Mayor's Office for Policing and Crime to fund work to address priority crimes would be reduced from £781k in 2017/18 to £518k in 2018/19. This currently financed a range of programmes within the borough. In terms of performance in the past year, the increase in total notifiable offences had been slightly higher than the average for London and was higher in the east of the borough.

There had been a significant increase in hate crime. It was thought that this had been influenced by the Brexit vote as well as recent terrorist incidents. Increases in the rate of reporting were nevertheless welcome as they could demonstrate a greater level of confidence in the response to crimes. There was particular under reporting of homophobic crimes and it had been estimated that only 1 in 5 offences were reported nationally. Whilst there had been no increase in anti-Semitic offences reported, it was possible that this was due to under reporting.

The Cabinet Member for Communities commented that there were concerns regarding Islamophobic crimes against women, who were more visibly Muslim and therefore more likely to be victims. However, engagement with them in order to provide support and reassurance was not always easy.

Christina Andrew, Strategic Lead for Communities, reported that those hate crimes that were reported were likely to be just a fraction of total offences. Work was planned to improve levels through hate crime awareness. In particular, an event was being planned that would be aimed specifically at women.

Ms Haines commented that the Police viewed the increase in reporting of hate crime as positive. It was bigger than the London average and could show that the level of under reporting in Haringey was not as great as elsewhere. An Engagement Officer from Counter Terrorism was now working within the borough and was undertaking work to develop third party reporting.

A Panel Member commented that statistics that showed trends over a period of time would enable Members to make a clearer judgement regarding progress. Statistical changes were not necessarily always significant as there was an in-built degree of

variability. Ms. Haines agreed to take this issue back for further consideration with partners.

In answer to a question, Ms Haines stated that there had been successful prosecutions of people for hate crimes in the borough. Perpetrators were being caught and charged but more work was needed to keep the local community informed. She did not have access to data on detection rates but could bring such information to a future meeting.

Mr Malcolm reported that there had been a 32% increase in personal robbery, which was above the average of 29% for London. Much of this had been due to theft of mobile phones. Young knife injury victims had reduced by 12.4%, compared to a London wide increase of 14.7%. There had been an increase of 220% in firearm discharges. These had mainly occurred in the east of the borough. There also had been an above average increase in non-domestic violence with injury offences of 3.5%. It was thought that this was related to the night time economy. The level of confidence and satisfaction with the Police was the fourth lowest in London and the second lowest amongst the Black and Minority Ethnic community. The statistics that were used came from the MOPAC.

Mr Malcolm reported that comparisons were taken with the Council's most similar group of boroughs and, in particular, what others were doing to address crime and anti social behaviour. In respect of knife crime, he stated that just addressing it through enforcement would not be effective. A knife crime action plan was being developed, which aimed to improve performance. In addition, a knife crime summit for the borough was being arranged by the Bridge Community Trust.

Ms Haines reported that there was a large amount of joint work between the Council and the Police. Partners were currently facing severe challenges regarding resources though and there were emerging issues to address such as the proposed merger between Haringey and Enfield Police. She felt that the performance data was an accurate picture of performance.

In answer to a question regarding ease of contact, Ms Haines reported that greater publicity was taking place on how to contact the Police. Although it was now possible to report crime on-line, it was acknowledged that this would not suit everyone and more could be done to assist people in contacting the Police. Easier ways to report crime could help to free up officer time and therefore help the Police to respond more quickly to emergencies. The use of body worn cameras by officers had helped to build public confidence and save officer time. In particular, there was now less chance of stop and searches being contested.

In respect of the theft of mobile phones, Ms Haines stated that additional resources would be needed to record them separately. Such incidents could either be regarded as robbery if force was used or theft if not. Tactics in respect of moped riders, the risk of pursuing them had to be assessed but tactics were currently being reviewed.

14. SCRUTINY REVIEW ON COMMUNITY SAFETY IN PARKS - UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS

Simon Farrow, Highways, Parking, Parks and Open Space Manager, reported on progress with the implementation of recommendations from the Panel's review on community safety in parks as follows:

- Crime in parks had not increased, although there had been issues at Ducketts Common. This had now been addressed, although there was some evidence of it being displaced to Finsbury Park;
- As part of the changes brought about by the Council's new branding, new signage had been introduced including emergency contact information;
- It had not been possible for the Police to establish a team of Special Officers to patrol in parks due to budget cuts. Additional Police patrols had taken place in Finsbury Park though. Action had been taken in parks by the Police to tackle dumping and rough sleeping, especially in the Paddock. These actions had also involved the Council and other partners;
- In terms of vehicular access, a lot of work had been undertaken in Finsbury Park. Traffic was now segregated and there was now a curfew before and after school. New powers were awaited that would allow enforcement without parking bays. There were currently issues with cyclists not observing speed limits when crossing the park;
- The locking of parks was still being considered. There were also issues in respect of deterring access by groups of travellers that needed to be addressed;
- Work was taking place on Public Space Protection Orders (PSPO), which were felt to be a more effective means of enforcement than replacing antiquated by-laws;
- Unlawful camping and rough sleeping were still issues for the borough. In addition, there were also concerns regarding travellers entering parks and commercial waste dumping. These could be very costly for local authorities to deal with;
- Community payback was now being used extensively in Haringey; and
- There was a strong relationship with Friends groups and a number of new groups had been established. They had played an important role in maintaining and developing facilities in parks.

Mr Malcolm reported that Enfield had obtained a three year green space preventative injunction that provided a faster mechanism to move Travellers on. The use of PSPOs was also being looked at. Mr Farrow commented that even if parks were unlocked, they still needed to be made secure.

In respect of litter in parks, this was costing circa £250k per year. There had been issues with bins being full. Larger compacting bins that could hold six times more waste were being brought in. These would include sensors that would indicate when bins were full. Education, information and enforcement were also being used. If the amount of litter could be halved, this would be enough to pay for 5 additional gardeners.

15. FINANCIAL MONITORING

Funmi Olagbaiye from Corporate Finance reported that there was currently an overspend of £1 million relating to the budget for Priority 3 of the Council's Corporate Plan and efforts were being made to mitigate this. There were particular issues with parking income due to the temporary move of Tottenham Hotspur to Wembley Stadium, which had caused a shortfall in income from parking penalties. In addition,

the move to cashless parking had not delivered the savings anticipated. Despite this, £2.5 million of savings had been delivered. In terms of capital, there was a £2.1 million underspend relating to the refurbishment of CCTV cameras, which was to be deferred to 2018/19. Despite the overspend, there was nothing within the plan for the year that was severely off track or unachievable.

16. SCRUTINY REVIEW ON STREET SWEEPING - CONCLUSIONS AND RECOMMENDATIONS

The Panel considered the evidence that had been received to date as part of the review on street sweeping. It was felt that a greater degree of flexibility was needed within the contract in order to ensure that there was a consistent level of cleanliness across the borough. A needs or outcome based model might therefore work better than rigid schedules, which did not appear to be working everywhere. This needed to be underpinned by a guaranteed level of cleanliness for all areas with robust monitoring to ensure that this was taking place. In addition, the greater use of machinery should also be considered.

AGREED:

That the Panel recommend that a more flexible system of street sweeping be established, underpinned by a minimum standard for all streets, and that the greater use of machinery be considered.

17. WORK PROGRAMME UPDATE

AGREED:

That the work plan for the Panel be approved.

CHAIR: Councillor Tim Gallagher

Signed by Chair

Date

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Report for: Overview & Scrutiny Committee 21 November

Item number:

Title: Complaints update

Report authorised by : Mark Rudd

Lead Officer: Anita Hunt, x1844, anita.hunt@haringey.gov.uk

Ward(s) affected: N/A

Report for Key/
Non Key Decision: For information only

1. Describe the issue under consideration

1.1 We have been asked to report to O&S committee as follows:

- an update on complaints performance;
- learning from complaints; and
- the Local Government Ombudsman Annual Letter.

2. Cabinet Member Introduction

N/A

3. Recommendations

For information.

4. Reasons for decision

N/A

5. Alternative options considered

N/A

6. Background information

6.1 The Feedback and Information Governance (FIG) Team are responsible for the complaints, member enquiry and Freedom of Information policy and processes. We reported to O&S committee in November 2016 providing details of the complaints and member enquiry process and performance figures and have been asked to provide an update. An annual review of the Feedback process and performance is conducted each year and shared with the Statutory Officer Group this is attached at **Appendix 1**. Performance information for the first quarter of 17/18 is contained in the body of this report below at section 7.






6.2 Interest has been raised by the Overview & Scrutiny Committee in how the council learns from complaints.

6.3 Every year the Ombudsman writes to local authorities with details of the complaints that his office received about each authority. This year the Ombudsman raised a concern about Haringey Council's delay in implementing agreed remedies and issued

a general reminder to all authorities about reporting findings of maladministration. Details of the letter, the cases where maladministration was found and what is being done to address those concerns are set out below at section 9.

7. Complaints, Member Enquiries, FOIs update April to September 2017

7.1 The table below shows the overall performance from April 2015:

Complaint Type	2015/16 Volume % Replied to on-time	2016/17 Volume % Replied to on- time	2017/18 (first 6 months) Volume % Replied to on- time	Trend
Stage 1 Complaints	1818 83%	1896 89%	760 84%	
Children's Social Care Complaints	28 54%	16 56%	7 71%	
Adults Social Care Complaints	39 95%	61 100%	27 96%	
Member Enquiries	2665 88%	2765 91%	1189 88%	
FOI Requests	1494 89%	1471 87%	715 82%	

7.2 Performance to target in all areas except Children's statutory complaints has gone down.

7.3 The upheld rate for Stage 1 complaints in the first half of 17/18 is the same as the previous year at 53%. While the names of some of the services have changed from last year due to restructures, the services that have the highest number of upheld complaints are the same: Benefits, Council Tax, Customer Services and Waste Management. The upheld rates for these services have increased:

- Benefits: 23% upheld YTD, 9% 16/17
- Revenues: 20% upheld YTD, 10% 16/17
- Contact Centre: 14% YTD, 12% 16/17

7.4 Benefits and Council Tax upheld complaints related mostly to delays in reply to correspondence or assessing claims, as they did last year. Please see below for comments from the service.

7.5 Contact centre complaints related mainly to: waiting times to get through on the phone, Blue Badge and parking permit applications and rude and unhelpful staff, as they did last year. Please see below for comments from the service.

Upheld cases 16/17 and service comments/actions

7.6 The overall upheld rate across the council for corporate complaints at Stage 1 for 16/17 was 53%. In other words, in just over half of the complaints the council agreed that there had been fault.

- 7.7 The table below shows the council services that have the highest rate of upheld complaints. They are the services that receive the most complaints overall.

Service	Share of overall complaints received	Percentage upheld
Revenues	19%	10%
Customer Services	15%	12%
Neighbourhood Action	15%	9%
Benefits	12%	9%
Traffic Management	11%	3%
Other services	28%	6%
Council wide	100%	53%

Revenues & Benefits

- 7.8 In both Revenues and Benefits the main issues raised through complaints were delays in responding to applications or correspondence. The service has commented as follows:
- 7.9 These problems are due primarily to a shortage of qualified officers alongside high volumes of correspondence which has led to a backlog. The services have taken measures to address the backlog. All vacancies in Council tax are now filled and officers are focussing on the backlog. Benefits has brought in extra resources to help clear their backlog.
- 7.10 We have identified that a lot of correspondence that should be dealt with through existing appeal processes is being dealt with through the complaints process. The services are currently working with the FIG team to tighten the processes to ensure benefit and council tax appeals and disputes are dealt with through the proper procedures within the applicable timescales.

Customer Services

- 7.11 In Customer Services the main issues in upheld complaints were: long waits to get through to speak to someone; problems with issuing parking permits and blue badges; and rude, unhelpful staff. The service has commented as follows:
- 7.12 We recognise that since the 30% reduction in staffing numbers last September, the level of service fell below expectations and there can be delays in getting through by

phone. Customer Services and Libraries have undertaken a great deal of work to improve performance since then, and now consistently report a reduction in telephone waiting times and face to face queue times.

- 7.13 We have increased the number of controlled parking zones in Haringey and therefore have experienced a higher volume of requests for permits to our residents. We endeavour to process permits as quickly as possible, but recognise that we do not always meet the standards that are expected of us. To mitigate this, we now actively plan how to tackle the workload within the mailboxes, on a daily basis, and prioritise the requests that are nearing the SLA timeframes.
- 7.14 Unfortunately, we are in a position where we often need to deliver unwanted information/outcomes to our customers, and are aware that this can result in negative feedback. We do not accept our staff being rude or unhelpful to customers. Poor staff behaviours, whether reported to us by customers or observed during quality monitoring sessions, are addressed by the service management team, at the time of the observation and during regular My Conversation meetings. We have identified that where staff may be found to be unhelpful, this is often as a result of a training need. Since September, Customer Services and Libraries have invested in staff training to ensure an improved level of service delivery. Planned staff training continues with our staff.

Neighbourhood Action

- 7.15 The main recurring issues in upheld complaints were: repeated failure to collect refuse or recycling; and failure by Veolia to respond to service requests such as requests for new bins and recycling bags. The service has commented as follows:
- 7.16 Missed collections is the most likely cause of complaint in waste and key to customer satisfaction. The contract with Veolia contains performance targets for missed collections that are monitored regularly. The target is to have no more than 80 per 100,000 collections missed. Performance is well within that target and was at 31 per 100,000 in August 2017.
- 7.17 Often reports of missed collections involve contamination issues. There is a clear process in place to make residents aware of, educate them and if necessary enforce when contamination occurs. Upheld complaints may include an element of contamination however there is by definition contractor failure.
- 7.18 Repeat missed collections are monitored at the monthly client/contractor liaison meeting. A new client monitoring team was established and fully populated by July 2017. As a client we have worked with the contractor in the last few months to ensure focus on repeat missed collections, in particular that the contractor investigates them robustly when first raised and addresses the underlying cause. The majority of complaints have issues of contamination underlying them. A small number relate to access issues and occasionally misunderstanding between crews of the boundaries of rounds. We hold the contractor to account via their own returns, complaints and

through our spot check monitoring. Where the contractor fails we raise formal response forms through the contract and accrue financial penalty points.

- 7.19 Failure to respond to service requests will also affect customer satisfaction though to a lesser degree. However, with the introduction of charges for service this becomes a higher profile area. As a client we will monitor the contractor via complaints and their own service returns. Where we have introduced charged services we are currently undertaking weekly monitoring of their impact.

Traffic Management

- 7.20 The main recurring issues in upheld complaints were: PCNs, complaints about CEO behaviour, enforcement agents and handling of PCN correspondence; and no response or delayed response to service requests. The service has commented as follows:

- 7.21 It is important to look at this in the context of the very high volume of contact that Operations (formerly traffic management) deals with annually. We dealt with over 95,000 PCNs last year with 63,000 of them involving interaction with a Civil Enforcement Agent. In that context the number of upheld complaints is negligible. All CEOs now have body cameras; this will help in dealing with interactions on the street with the public, reduce aggression from drivers but will also enable the management team to understand how our own officers can improve in difficult situations.

- 7.22 Regarding delay or lack of response to service requests relating to highways defects, again the upheld figure is also exceptionally low when compared with the overall reported defect levels. There has been a delay in our response time due to the increase in the number of defects identified since April 2017, Ringway Jacob have put in place a 3 month improvement plan to recover the position, also we are considering different procurement options.

8. Learning from complaints

- 8.1 First stage complaints are investigated by service officers; it is their responsibility to highlight any learning to their line managers. At Stage 2 and Ombudsman, the Feedback & Information Governance (FIG) Team investigator will highlight any learning points to the Head of Service and Assistant Director. While it is likely that changes are made in response to lessons learned from complaints, these are not captured or evident outside of individual cases. We will therefore be proposing a new process which will encourage services to analyse the feedback gained from complaints, use it for service improvement and enable us to capture lessons learned. As follows:

- FIG will circulate a collection of reports each quarter to the services that receive a significant number of complaints as follows: details and outcomes of all Stage 1 complaints, learning points from all Stage 2 complaints and details of upheld Ombudsman complaints.
- Services to consider these reports at the appropriate senior management meeting within their service.

- Services feedback to FIG any actions, changes or learning that they have incorporated.
- FIG report to SOG quarterly on the learning and actions.

9. Complaints, Member Enquiries and FOIs Next Steps

9.1 The Council is planning to undertake a full review of the processes, systems and team structures led by the Assistant Directors of Shared Service Centre and Customer Services & Libraries to address known issues and identify further improvements that can be made to raise performance and increase efficiency. The review will specifically look at:

- The existing end-to-end processes for complaints, member enquiries and FOIs, to ensure they are robust and efficient, and focuses on address the enquiry in the more appropriate manner.
- The current administration arrangements including roles and responsibilities for complaints, member enquiries and FOIs – these activities are currently split between two teams in two different services.
- Whether correspondence is being handled through the complaints or member enquiries process when it should not be – for example council tax appeals correspondence, service requests from members and information requests from members.
- Identify specific actions that will reduce the overall level of complaints, member enquires and FOIs, for example, publishing more data online

9.2 We have identified a series of enhancements to the database used to administer these processes which will make logging cases more efficient and will also enhance the quality of the data used in learning reports.

9.3 The review is due to be completed during December with a report including recommendations to be presented to Council's Senior Leadership Team in January 2018.

10. Ombudsman Annual Letter

10.1 The Ombudsman expressed concern about Haringey's timeliness in implementing the remedies we agreed:

It is, however, disappointing that on occasions there has been delay in the Council providing the agreed remedy for complaints we have investigated. Any delay adds to the frustration complainants often already feel and can potentially lead to further injustice. I hope the Council will take measures to ensure any agreed remedies are implemented without delay in the year ahead.

10.2 Two of the cases they upheld in 16/17 were specifically about a failure to implement a previously agreed remedy. Both related to Planning complaints. Details can be found in Appendix 3.

- 10.3 Any remedies agreed with the Ombudsman are discussed with and agreed by the head of the relevant service. On closure of an Ombudsman case where a remedy has been agreed, the Feedback & Information Governance Team (FIG) instruct the service to implement the remedy agreed with the Ombudsman. Following the Ombudsman's comments, the FIG team has adjusted its process to include a requirement to check with the service that the agreed remedy has been implemented.
- 10.4 The Ombudsman also reminded the council of the requirement to prepare a formal report to the council on all ombudsman investigations where they found fault/maladministration. The FIG team are now in discussion with colleagues in legal about the most appropriate forum and regularity of such reports.
- 10.5 The table below shows the number of enquiries the ombudsman received last year and the outcome. Advice given, incomplete/invalid, and referred back for local resolution are all cases that did not involve the ombudsman investigating the complaint. Cases that are closed after initial enquiries do involve some investigation and input from the council. The upheld and not upheld cases are the ones that proceeded to a full investigation. There were 59 of those cases, which is 29% of the complaints that the Ombudsman received about Haringey council.

Outcomes	Number
Advice given	10
Closed after initial enquiries	47
Incomplete/Invalid	9
Not Upheld	15
Referred back for local resolution	77
Upheld	44
Total	202

- 10.6 Of those that were investigated, including those that were closed after initial enquiries, 42% were upheld. In one of these cases, the Ombudsman issued a formal report. They will issue a report in cases where the authority is not willing to agree with the Ombudsman's recommendations or where the concern is sufficiently serious for the Ombudsman to want to make the findings public. Haringey always tries to agree a settlement with the Ombudsman; it was the latter scenario that led to the Ombudsman issuing a report in this case which involved a delay in a medical assessment for housing priority.
- 10.7 It is always difficult to match the ombudsman statistics to our own records because the Ombudsman figures are based on the number of complaints they receive within the year. Also, in some cases, the status of the investigation can change (for example from referred back for local resolution to a full investigation); in such cases there might be two Ombudsman decisions relating to only one case on our system.
- 10.8 Of the 44 upheld cases on the Ombudsman report, we have matched them to 40 records on our system. The Ombudsman upheld cases were about the following services:

SERVICE	No.
Community Housing Services (now Homes For Haringey)	15
Housing Demand	1
Housing Needs and Lettings	6
Housing Support and Options	8
Shared Services Centre	6
SSC – Benefits	2
SSC-Revenues	4
Children's Services - Safeguarding & Social Care	7
Children in Care and Placements	7
Environmental Services and Community Safety	5
Community Safety	1
Neighbourhood Action	3
Traffic Management	1
Adult Social Services	4
Adult Provider Services	1
Integration and Personalisation	3
Planning	2
Development Management and Planning Enforcement	2
Libraries and Customer Services	1
Customer Services	1

- 10.9 A summary of the findings and outcomes in each case is at *Appendix 2*.
- 10.10 The majority of upheld cases related to Homes for Haringey (HfH), Housing Demand functions. Complaints about housing matters can be considered by the Housing or Local Government Ombudsman. Broadly speaking, complaints about allocating

housing would be dealt with by the Local Government Ombudsman, complaints relating to housing management are heard by the Housing Ombudsman. Housing Ombudsman decisions are not included in the above figures.

- 10.11 The number of upheld cases relating to HfH is high, however it should be borne in mind that people tend to pursue complaints about housing matters more tenaciously than they might other service areas because being housed and the nature of that housing is naturally a very high priority for people.
- 10.12 In the Environmental Services (now Commercial & Operations) area, three complaints were upheld about failure to collect waste/recycling. The service has reorganised its contract monitoring function which will enable rigorous monitoring of any repeat incidents.
- 10.13 The Ombudsman highlighted concerns about failure to implement remedies promptly, two of the cases (relating to Planning) were specifically about failure to implement a remedy. The service has since has reviewed its processes to ensure that there are no longer delays in implementing Ombudsman decisions.
- 10.14 It should be noted that in a number of the cases that were upheld, the council was not found to be at fault overall, but there was a peripheral element of fault. For example, in one complaint about the Wireless festival, the complaint about the festival itself was not upheld but the council had misled sound monitoring information.

10. Contribution to strategic outcomes

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

11. Statutory Officers comments

N/A

12. Use of Appendices

Appendix 1: Complaints and Member Enquiries Annual Report 16/17

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13. Local Government (Access to Information) Act 1985

1. Complaints - Background and Summary

- 1.1 Haringey Council welcomes feedback and complaints and has set challenging targets to respond to 95% of Stage 1 complaints within 10 working days and 80% of Independent Reviews (second stage complaints) within 25 working days.
- 1.2 The Feedback team, based within Customer Services and Libraries administer complaints at the first stage; the Feedback & Information Governance Team administer and investigate second stage complaints: Independent Reviews.
- 1.3 The majority of complaints are received electronically through email or the online form. In order to encourage channel-shift hard copy paper forms have been removed from public access points and the direct email/postal address for the complaints team is not publicised.
- 1.4 There has been a small shift from email to online form in the past year and a decrease in communication by post and phone call:

Method	15/16	16/17
Email	61%	56%
Online form	22%	31%
Letter	12%	9%
Phone Call	5%	4%

2. First Stage Complaints

- 2.1 In 2016/17 a total of 1,896 Stage 1 complaints were closed, 89% were responded to on time. This was a slight increase on the 2015/17 figures by 4% although still not at the 95% target.
- 2.2 The following table shows the performance data across 2015/16 and 2016/17:

Complaint Type	2015/16 Volume % Replied to on-time	2016/17 Volume % Replied to on-time
Stage 1 Complaints	1,818 83%	1,896 89%
Children's Social Care Complaints	28 54%	16 56%
Adults Social Care Complaints	39 95%	61 100%

- 2.3 Children's Social Care complaints performance has improved slightly over the previous year. This is due to a number of factors including a significant reduction in the number of complaints received for this area and a greater effort by the Service to resolve issues informally by meeting with complainants to discuss their concerns before going through the formal process.
- 2.4 Adults Social Care complaints performance has improved despite a significant increase in the volume of complaints received.
- 2.5 Where it is accepted that the Authority is at fault in some way the complaint is upheld, 53% of first stage complaints were upheld in 2016/17, a 1% reduction on 2015/16.

Appendix 1: Complaints and Member Enquiries Annual Report 16/17

There are lessons to be learnt from these cases to ensure that mistakes and errors are not repeated going forward.

- 2.6 The following table shows the upheld rate across the different service areas. The majority of upheld complaints were for the three council services that receive the most complaints. However, it is noteworthy that in almost 40% of the complaints relating to the Shared Services Centre (which relate to Council Tax and Benefits issues) it was accepted that the service was at fault and the complaint was upheld. The main reason for the complaints was delays in processing claims or responding to correspondence.

Service Area	% of Complaints Upheld
Shared Service Centre	39%
Customer Services and Libraries	25%
Environmental Services and Community Safety	24%
All other Services	4%

- 2.7 The following table shows the 5 Service Areas that received the most complaints in both 2015/16 and 2016/17, as expected they are also the Service Areas that interact most with residents.

Service Area	No. of Complaints	% of Total Complaints Received
Revenues	363	19%
Customer Services	285	15%
Neighbourhood Action Team*	278	15%
Benefits	239	12%
Traffic Management	199	10%

*This team deals with on street waste and enforcement issues)

- 2.8 The following table shows the reasons why people submit complaints:

Complaint Reason	%
Poor Standard of Service	50%
Failure to Provide a Service	20%
Inadequate / Inaccurate communication	17%
Employee Behaviour	8%
Dissatisfaction with Policy / Decision	5%

3. Independent Reviews (Second Stage Complaints)

- 3.1 The Feedback and Information Governance (FIG) Team reviews stage one complaints for both the Council and Homes for Haringey. The following table shows the performance over the past two years;

	2015/16	2016/17
Volume	446	402
% responded to on-time (Target 80%)	85%	84%

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- 3.2 All first stage responses give the complainant details on how to escalate their complaint if they remain dissatisfied, a total of 21% took their complaints to the next stage. Of the 402 investigated a total of 31% were upheld or partially upheld. The following table breaks this information down across Service Areas:

Service Area	No. of IRs	% of total IRs	No. upheld/partially upheld	% of total upheld/partially upheld cases
Homes For Haringey	137	34%	44	36%
Environmental Services and Community Safety	95	24%	32	26%
Shared Services Centre	58	14%	21	17%
Community Housing Services	34	8%	6	5%
Libraries and Customer Services	26	6%	10	8%
Planning	14	3%	4	3%
Children's Services	20	5%	3	2%
Adult Social Services	9	2%	3	2%
Corporate Governance	6	1%	0	0%
Commissioning	2	0%	0	0%
Corporate Property and Major Projects	1	0%	0	0%
Total	402		123	

4. Complaints Next Steps

- 4.1 We have reviewed how we handle benefit complaints to ensure that issues are addressed through the correct process and that matters that should be dealt with as an appeal or a review are not dealt with through the complaints process. This should result in more clarity for claimants and a more efficient service as officers are not having to deal with the same matter as both a review/appeal and a complaint.
- 4.2 We will be adopting a similar approach with council tax cases and will review other service areas to see if the same approach can be applied.
- 4.3 We will be reviewing what we can do to better help services learn from complaints and improve services as a consequence.
- 4.4 We are reviewing the current split between the Feedback team who process first stage complaints and member enquiries and the FIG team which are responsible for the complaints and member enquiries' policy and procedure. Currently these teams sit in two separate parts of the council but we are considering whether a more coherent and consistent service could be provided if the teams are merged.

5. Member Enquiries

- 5.1 In 2016/17 a total of 3,042 enquiries were received from Members including enquiries on behalf of customers and residents from Haringey Councillors (74%) and Members of Parliament (26%).

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5.2 The target is to respond to 95% of Member Enquiries within 10 working days, in 2016/17 the response rate was below this at 91%.

5.3 The following table shows the performance data across the last three years;

	Number	% Replied to on-time
2016/17	3,042	91%
2015/16	2,665	88%
2014/15	3,501	90%

5.4 The following table shows the breakdown of Member Enquiries received across Service Areas:

Service Area	No. of MEs	% of total MEs received
Environmental Services and Community Safety	1371	45.07%
Shared Services Centre	322	10.59%
Housing Demand	531	17.46%
Planning	228	7.50%
Adult Social Services	120	3.94%
Children's Services	141	4.64%
Libraries and Customer Services	82	2.70%
Regeneration	70	2.30%
Commissioning	59	1.94%
Corporate Property and Major Projects	48	1.58%
Corporate Governance	22	0.72%
Public Health	15	0.49%
Tottenham Programme	14	0.46%
Policy and Business Management	8	0.26%
Finance	5	0.16%
Communications	4	0.13%
Housing and Growth	1	0.03%
Shared Digital (Haringey)	1	0.03%

5.5 The following tables break this information down further for the top 3 Service Areas:

Environmental Services and Community Safety		45%
Traffic Management		21%
Neighbourhood Action		12%
Community Safety		6%
Direct Services		5%
Others		1%

Community Housing Services		17%
Housing Needs		5%
Housing Support and Options		5%
Housing Needs and Lettings		2%
Occupancy Management		2%
Others		3%

Shared Services		11%
Benefits		6%
Revenues		4%
Other		1%

5.6 The following table gives a breakdown of issues raised in the enquiries;

Nature of Enquiry	%
General Information / Service Request	59%
Poor Standard of Service	24%
Failure to Provide a Service	6%
Inadequate / Inaccurate Communication	5%
Dissatisfaction with Policy / Decision	5%

5.7 A total of 59% of Member Enquiries were requests for information or Service Requests – such as requests for a repair or notification of dumped rubbish. Haringey Council has been taking steps to encourage residents to self-serve via apps or through the website as this is the most efficient way to report such matters due to the integration with current operating systems managed by both Homes for Haringey and Veolia (our external Waste Management contractor) rather than raise them via their Councillors.

5.8 Going forward a workshop has been arranged with Councillors for September 2017 to discuss alternative methods for reporting Service Requests, alongside this there will be an information pack that can be shared with residents on the best way to raise these queries.

6. Member Enquiries - Next Steps

6.1 We have been reviewing whether incoming queries from members are being directed through the appropriate channels and have identified that many matters that are service requests (usually requests to clear up or repair something) are put through the

Appendix 1: Complaints and Member Enquiries Annual Report 16/17

formal member enquiries process. This is unnecessarily resource intensive and means that the request takes longer to reach the right person.

- 6.2 We have been encouraging members to encourage residents to self-serve and to use the reporting facilities online and the Our Haringey app to report common service requests such as to clear dumped rubbish and repair a streetlight.
- 6.3 We have also been helping members to answer the most commonly raised issues without having to refer to an officer through the member enquiry process. We have produced an information sheet on the subjects that we receive most enquiries about.
- 6.4 A training session for members has been held and materials will be made available for all members through Fuse.

	Service	Ombudsman Summary	Decision details	Ombudsman Decision	Service Comments, action taken, lessons learned
Adult Social Services	Integration and Personalisation	Mrs C complained about several issues, mainly related to the way the Council had supported her mother since she moved into residential care.	there was fault in relation to some of the issues Mrs C complained about. The Council has accepted my recommendations and I have therefore closed the complaint	Upheld - Maladministration & Injustice	There were a number of complaints from a family member, the aspect that was upheld related to the lack of a formal review for the service user who was residing in a care home. The service user had capacity and had made a number of decisions about their care in discussion with workers from the council. The council agreed that a formal review should have taken place regardless of any other contact with adult services. With the completion of phase 1 of adults service redesign there is now a review team responsible for ensuring 100% of reviews take place.
Adult Social Services	Integration and Personalisation	Complaint about the Council's handling of a needs assessment.	There was fault through the Council's delay in assessing Miss A's needs. But, this did not cause her significant injustice. The assessment did not identify services she might have otherwise received earlier. The Council was not at fault in its responses to Miss A's requests for assistance in finding alternative accommodation.	Upheld - Maladministration, No Injustice	The case was allocated for a review in Feb 2016, but did not take place until March 2016. Despite starting the process of engaging the services of an interpreter on 17th February 2016, there was a delay of 1 month which was due to the availability of a Bulgarian interpreter and that of the client. It is possible that this may occur in the future as the assessment could not have gone forward without an interpreter, however, the service now has in place performance targets to complete assessments within 28 days of accepting the referral and exceptions to this are raised at performance callover with the managers to provide a rationale and monitor the performance of individual staff.

Appendix 2: Ombudsman Decision Details 16/17

Adult Social Services	Integration and Personalisation	Delays in responding to complainants enquiries, delay of five months to carry out a review of her needs, delay in being allocated a social worker, and her care provider was changed by the council without discussing with her first.	Ms C complained to us about the way in which the Council dealt with her request for a care review. I have upheld Ms C's complaint.	Upheld - Maladministration & Injustice	The complaint involved dissatisfaction with the way the Council dealt with a request for a review (in that she was not kept fully informed of when a review would take place) and the change of a care provider by the brokerage service without informing the client. Staff have been informed of need to inform clients of the timescales and if there is a delay to inform the client and give an update on when the review will be undertaken. The reviewing care manager was also not aware of the provider change and as such did not inform the client either. The brokerage team are fully briefed on the need to inform the service and or the service user of any changes and the rationale for the change before taking any action. The newly formed review team has a focussed and planned approach to reviewing all clients with a care package that will mitigate against similar problems in the future.
Adult Social Services	Adult Provider Services	The Council has dealt with him unfairly in relation to his claim for a backdated reduction in his late mother's contribution to care fees. He had asked the Council to take account of the full extent of the care she received and her Disability Related Expenditure (DRE).	I have discontinued my investigation because Mr X's complaint has been resolved and there is no need for me to pursue it further. It is unlikely further investigation could achieve a better outcome for him.	Upheld - Maladministration, No Injustice	The complaint was that the Council dealt with Mr X unfairly in regards to a claim for backdated reduction in fees of his late mother. The substance of the complaint was that the Councils DRE formula was unfair to his mother. This was an ongoing dispute around unpaid invoices and debt collection, efforts were made via legal to resolve in 2015 but had failed. A settlement was recently agreed by the Council and Mr X's solicitors. The learning is that in pursuing debt collection there is a need to ensure that the systems used are fully tested and do not unfairly disadvantage an individual; in considering debt collection full consideration needs to be given to what income is considered as relevant to be taken into account.

Appendix 2: Ombudsman Decision Details 16/17

Children's Services	Children's Social Care	The Council failed to provide a satisfactory response to the complaint he made under the statutory children's social care complaints procedure. The complaint was about the way the Council dealt with him in relation to a Looked after Child who was placed in the children's home he runs.	The Council has taken suitable action in response to the findings of the investigation of his complaint and agreed to remedy some further faults found. If Mr X wants to make a financial claim against the Council, he should pursue the matter through the courts rather than the Ombudsman.	Upheld - Maladministration & Injustice	We have taken steps to ensure that there is an attendance sheet at LAC reviews and to improve the accuracy of the recording of LAC reviews by IROs.
Children's Services	Children's Social Care	Complaint is that her son, who has special educational needs, has been placed in a special school although she would prefer him to be in mainstream. She removed him from one school because she believed it was unsuitable. Child now attends another School but his statement has not been amended to name that school. The delay in doing so has prevented her from appealing to SEND. Also that no suitable alternative provision was available for child between January and June 2016.	The Council has delayed in amending the statement of special educational needs of the complaint's son. It should have done so when he changed schools. There is no evidence the fault has caused an injustice.	Upheld - Maladministration, No Injustice	The delay in amending the SEN statement was because the council were waiting for the school to meet with the parent to review the placement. The ombudsman took the view that we should have amended anyway, and not tried to mediate with the parent in the meantime, as this then left us vulnerable to challenge as the child was in a school which was not formally named. The ombudsman did not find that any injustice had occurred however.

Appendix 2: Ombudsman Decision Details 16/17

Children's Services - Safeguarding & Social Care	Children in Care and Placements	The Council had assessed the complainants as a possible foster to adopt match for two LAC, however this was withdrawn at a late stage in the proceedings.	The Council reached an ill-informed and hasty decision when deciding to end its plan to place two vulnerable children for adoption with the complainants. This has caused avoidable distress and frustration to the complainants. The Council has agreed a remedy. I am therefore closing the complaint.	Upheld - Maladministration & Injustice	The incoming Head of Service investigated this complaint and identified a number of failings by CiC and by Fostering & Adoption. Given the opportunity to have a sibling group of 4 harder to place children the service did not look closely enough at the fostering agency statement of purpose which on legal advice was advised was not compliant with the Council Equal Opportunity and Diversity policy. Council Officers gave the two sets of prospective carers a premature & inappropriate expectation that the adoption would proceed. This was before any formal adoption matching meeting had been convened. On this basis the carers made plans & took practical steps in anticipation of the children being placed. The match was never formally approved and on further reflection was decided that it was not an appropriate match. The Council apologised for their actions. The Head of Service met with the managers involved and directed that with all new agencies their statement of purpose and Ofsted reports are checked to see if they are compliant with Council policies.
Children's Services - Safeguarding & Social Care	Children in Care and Placements	complaints that the Council removed foster children in her care without following the proper procedures for such decisions. This caused her avoidable distress and subsequent difficulties	The Council delayed in agreeing to the complainant's request for a Stage 2 investigation under the statutory Children Act 1989 complaints procedures. However, the Council will now investigate in accordance with the Children Act procedures. The Ombudsman is satisfied that this resolves the complaint.	Upheld - Maladministration, No Injustice	The Council did not agree that this complaint fell under the statutory Children Act procedures. We agreed to investigate this complaint at the second stage of those procedures to resolve the case with the Ombudsman. However we will continue to scrutinise with great care whether a case falls within those procedures and make our case if we think it does not as those procedures are complex, time consuming and resource intensive.

Appendix 2: Ombudsman Decision Details 16/17

Children's Services - Care	Children in Care and Placements	The Council's decision to move two foster children was made without proper consideration of all the facts and without sufficient evidence to support the decision.	The Council failed to take into account all the relevant facts or follow due process when deciding to move two foster children who had been in the complainant's care for five years.	Upheld - Maladministration & Injustice	There is a need for better communication with professionals when there is a plan for children to move placements, particularly with schools, the foster carers, their agency /SSW, and the IRO with a clear record of decision making detailed on the case file.
Children's Services - Safeguarding & Social Care	Children in Care and Placements	that the Council has provided contradictory reasons as to why Mr D could not remain with his previous foster carers, post 18, under a Staying Put Agreement and that the Council is unreasonably refusing to arrange such an agreement.	The Council had not shown how it weighed in the balance all the necessary factors when refusing the complainant's request for a 'staying put' agreement with his current carers and it delayed in making the decision. The Council has now provided a more detailed explanation and agreed a small payment to the complainant for his avoidable distress caused by its faults.	Upheld - Maladministration & Injustice	One of the LaC nurses made a referral to the Haringey LADO about comments made by the young person about the quality of care he was receiving from a Haringey Foster Carer. The LADO upheld the concerns and the foster carers were de-registered for standards of care concerns. On the basis of this the former Head of Service decided that a Staying Put arrangement could not be supported. Unfortunately this was not sufficiently well explained to the young person or the reasons recorded on the file. The service disagrees with the finding that it was unreasonable not to continue the arrangement as it would have been unprofessional to support a young person with carers who were eventually deregistered due to the poor quality of their care.
Community Housing Services	Housing Needs and Lettings	The Council provided unsuitable interim accommodation for the family. As a result, they could not safely use bathroom and cooking facilities because they were shared and involved the mother leaving her youngest child unattended; She was not able to meet her younger son's medical needs properly; her daughter was the victim of an apparent attempted abduction; and the family suffered anxiety.	There were some faults in the Council's consideration of temporary accommodation it gave when the complainant and her family were homeless. These faults included avoidable uncertainty about whether matters might have been better for her family.	Upheld - Maladministration & Injustice	This complaint relates to a single mother being placed into Northumberland Park hostel and having to use shared facilities. We have since the complaint developed our own hostels which are solely for families and have been developed to cater for their needs. Though Northumberland Park had been assessed as suitable for S188 placements we no longer use this or other private facilities for families. The Lettings Team has been restructured since the complaint with the aim to offer a more personalised and customer focused service.

Appendix 2: Ombudsman Decision Details 16/17

Community Housing Services	Housing Needs and Lettings	The Council has not taken effective action to investigate and respond to complaints about noise nuisance and anti-social behaviour caused by a homeless household whom the Council placed in temporary accommodation in the top floor flat of the complainants building.	There was fault in the way the Council investigated Mrs X's complaints about noise and anti-social behaviour. This caused her injustice. The Council has agreed to provide a suitable remedy.	Upheld - Maladministration & Injustice	This complaint relates to the response a neighbour of a Temporary Accommodation customer received from the service regards the investigation and remedying of a complaint regarding noise and Anti-Social Behaviour. The Service has since the complaint been restructured removing some of the previous duties of officers to give greater emphasis to managing any Anti-Social behaviour incidents by our customers. We have reviewed our internal processes and working practices to increase the input of complainants into decision making and actions taken in resolving complaints.
Community Housing Services	Housing Needs and Lettings	The Council has not been correctly assessed for priority housing based on medical needs. Also, the Council priorities those in temporary accommodation over those in permanent but unsuitable accommodation.	Assessment for housing priority: The Council took five months to assess the medical information, then delayed in giving Mrs K Band A priority for a further three months. We consider it delayed unnecessarily for six months. This is fault.	Report issued - Upheld, Maladmin & Injustice	This complaint relates to delays in assessing medical information and this issue was addressed in the Sept 2016 restructure. There have been no delays since this date and we are currently doing all medical assessments within 28 days. The independent medical advisor was previously visiting the offices once a month to carry out medical assessments but we have changed this process and the assessments are done remotely on a rolling basis to ensure that assessments are undertaken in a timely manner.
Community Housing Services	Housing Support and Options	The Council did not: send her a written homeless decision in January 2014 and so she was unable to appeal the decision, obtain all relevant information before making its homeless decision; arrange storage for her belongings when she was evicted in January 2014. Also the Council's social services department placed her in unsuitable accommodation after she was evicted.	There was 2-3 months delay when the Council considered a homeless application. Miss S was not disadvantaged by this and so no remedy is proposed. Other parts of the complaint about her homeless applications were not upheld.	Upheld - Maladministration, No Injustice	It is recognised that the previous structure in Housing Demand was not as transparent to Applicants as it needed to be to enable them to understand when their case was being managed under a non-statutory part of the service. The previous Housing Options Team were the initial team who worked with Applicants to prevent homelessness and where this was not possible, the case was transferred to the Homelessness Team. This issue was addressed in the Sept 2016 restructure, Housing Demand merged these two teams to create a single Housing Solutions Team who have responsibility for both prevention and statutory assessment.

Appendix 2: Ombudsman Decision Details 16/17

Community Housing Services	Housing Support and Options	the Council failed to deal properly with Mr W's housing application(s) since February 2014.	There was delay by the Council in making inquiries into Mr X's homelessness. But there can be no certainty the outcome would have been significantly different if the Council had reached a decision earlier, before his sons' 18th birthday.	Upheld - Maladministration & Injustice	As above, this issue was addressed in the Sept 2016 restructure which created a single Housing Solutions Team who have responsibility for both prevention and statutory assessment. The delay in this case was also compounded by the caseworker going on long term absence. There is now a system in place to ensure that cases are reassigned to other caseworkers if sickness absence exceeds two weeks (or earlier if there is some urgency in the case).
Community Housing Services	Housing Support and Options	Mr X, complains the Council failed to deal properly with his housing application(s) after February 2014.	There was fault by the Council that caused injustice to Mr X. I uphold his complaint. I am satisfied with the actions the Council has agreed, and have completed my investigation.	Upheld - Maladministration & Injustice	no comment provided
Community Housing Services	Housing Needs and Lettings	Mr X, complains the Council did not properly vet a housing applicant, Ms Y, before referring her to him as a tenant. It referred the tenant through its Home Finder Scheme. He complains the Council has not agreed to compensate him for rent owed, and damage to his property, by the tenant.	The Council failed to carry out former tenancy checks as fully as it should on a tenant, before referring her to Mr X. But I do not find this caused the losses Mr X incurred when the tenant failed to pay her full rent.	Upheld - Maladministration, No Injustice	The Council carries out regular training courses for people on the waiting list for its private rented sector offer or Homefinder option. The training highlights the importance of rent payment and the repercussions for not doing so. The Council does not vet its tenants before referring them to the Private Rented Sector and has no intention of doing so because we are a social landlord. The Council must be seen as giving everyone a fair chance in both the private and social housing sector.
Community Housing Services	Housing Support and Options	The Council did not properly investigate his circumstances before twice deciding it had no duty to accommodate him and it failed to offer temporary accommodation.	The complaint will not be pursued further as an appropriate remedy has been agreed.	Upheld - Maladministration & Injustice	With the implementation of the new service, administrative processes are now more streamlined reducing duplication and the need for households to be passed between teams. I note the Ombudsman's decision, for this case, is the complaint will not be pursued as a remedy was agreed.

Appendix 2: Ombudsman Decision Details 16/17

Community Housing Services	Housing Support and Options	Not helped with housing following eviction	The complaint is about how the Council dealt with the complainant when he told it his landlord was about to evict him. My view is the Council should have made a formal written decision on a homelessness application. To not do so was fault. The Council has agreed to my recommended remedy.	Upheld - Maladministration & Injustice	It is recognised that the previous structure in Housing Demand was not as transparent to Applicants as it needed to be to enable them to understand when their case was being managed under a non-statutory part of the service. The previous Vulnerable Adults Team were the initial team who worked with single Applicants to access supported housing and where this wasn't possible, the case was transferred to the Homelessness Team. This issue was addressed in the Sept 2016 restructure, the Vulnerable Adults Team was deleted and the functions moved to the Housing Solutions Team who have responsibility for both prevention and statutory assessment and the Assessment & Referral Team.
Community Housing Services	Housing Support and Options	<ul style="list-style-type: none"> · The Council delayed taking a homeless application from her. · The Council says, after the September 2015 interview, it wrote to her on 6 October. But she did not receive this letter. · On 26 April she gave the Council medical evidence from her GP and asked it to review her housing register application. But the Council took no action about this. 	I uphold the complaint. I have made recommendations to which the Council has agreed. So I have completed my investigation.	Upheld - Maladministration & Injustice	As above, this issue was addressed in the Sept 2016 restructure which created a single Housing Solutions Team who have responsibility for both prevention and statutory assessment.

Appendix 2: Ombudsman Decision Details 16/17

Community Housing Services	Housing Support and Options	the Council delayed in accepting and deciding her homelessness application, provided unsuitable interim accommodation pending the decision on her homelessness application, and failed to take appropriate action in response to her complaints about disrepair and inadequate heating at her interim accommodation	There was fault by the Council that caused injustice to Miss X. I uphold her complaint. I am satisfied with the actions the Council has agreed and have completed my investigation.	Upheld - Maladministration & Injustice	Learning points were in relation to a suitability review that wasn't completed and delay in offering interim accommodation. In relation to the second point, as above, this issue was addressed in the Sept 2016 restructure which created a single Housing Solutions Team who have responsibility for both prevention and statutory assessment.
Environmental Services and Community Safety	Neighbourhood Action	Mr X alleges the Council is still failing to empty his shared block refuse collection bins on a weekly basis.	The Council is at fault as its contractor failed to collect refuse from Mr X's property on a number of occasions. Mr X has also reported further missed collections. As a result Mr X experienced overflowing rubbish in the bin stores. The Council should take action to remedy Mr X's complaint as recommended.	Upheld - Maladministration & Injustice	In addition to resolving the specific case the Council has reorganised its contract monitoring function which will enable rigorous monitoring of any repeat incidents
Environmental Services and Community Safety	Neighbourhood Action	He consistently had problems with missed refuse and recycling collections between March 2014 and May 2015. Mr R does not feel the Council has done enough to resolve the issues, and to recognise the impact on him and the public if they have to keep reporting problems. Mr R feels the Council's complaints procedure is not robust and adds to the frustration.	Mr R experienced poor service because of recurring problems with missed bin collections and poor complaints responses by the Council and its waste collection contractor.	Upheld - Maladministration & Injustice	In addition to resolving the specific case the Council has reorganised its contract monitoring function which will enable rigorous monitoring of any repeat incidents

Appendix 2: Ombudsman Decision Details 16/17

Environmental Services and Community Safety	Neighbourhood Action	The Council is persistently failing to collect general refuse from her registered care home.	The Council's contractor has failed to collect the complainant's general refuse and recycling on several occasions and has failed to resolve her complaints about the matter. The action the Council has agreed to take is sufficient to remedy the complainant's injustice.	Upheld - Maladministration & Injustice	In addition to resolving the specific case the Council has reorganised its contract monitoring function which will enable rigorous monitoring of any repeat incidents. Furthermore the Council is consulting residents in the road to ensure that a wheeled bin collection is the most appropriate for that road.
Environmental Services and Community Safety	Traffic Management	The Council issued him with a parking ticket for stopping in a bus lane. The Council turned down his representation and then sent him incorrect information about what the adjudicator could consider.	I have found the Council was at fault when it provided Dr X with conflicting information about his right to appeal a Penalty Charge Notice (PCN).	Upheld - Maladministration & Injustice	We now have automated processes in place when sending out appeal information so this error, which was an isolated human error, could not be repeated.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Environmental Services and Community Safety</p>	<p>Community Safety</p>	<p>Ms X complains about the Council's decision to grant a licence to Live Nation to host the Wireless Festival. She also complains about the Council's actions while the festival has taken place. She says that:</p> <ol style="list-style-type: none"> 1. The noise levels are too high during the festival. 2. The Council has not taken enough action to address the racist and homophobic language by the performers. 3. The Council has not done enough to tackle the anti-social behaviour associated with the festival such as people urinating and vomiting in the street, drug use and illegal raves in the park. 	<p>There is no fault in the way the Council has granted permission to hold outdoor events in the park. The Council has systems in place to monitor the noise and the effects of the events and to address any adverse effects. The Council has lost noise monitoring data relating to Ms B's property which may have given more information about the noise Ms B experiences and I have recommended a remedy.</p>	<p>Upheld - Maladministration, No Injustice</p>	<p>The overall complaint about the wireless festival was not upheld. The fault was that we had lost the monitoring data. The complainant has had visits carried out to her property and to the nearest noise monitoring point when the large events have taken place in the park subsequently. The Council Officers and contracted noise officers have not recorded any incidents of noise breaches in relation to this complainant address. The complainant is leafleted and provided with information on how to log and register any issues she may have arising from the large concerts and does exercise her right to do so each year.</p>
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Appendix 2: Ombudsman Decision Details 16/17

Homes For Haringey	Housing Support and Options	The Council has failed to provide her with adequate housing support and move her from overcrowded accommodation.	The Council was at fault when it said it would move Ms B from band A to band C if it removed her internal floor restrictions. This has caused uncertainty whether the Council would have made a different decision about Ms B's medical priority.	Upheld - Maladministration & Injustice	<p>There was a delay in assessing medical information and this issue was addressed in the Sept 2016 restructure. There have been no delays since this date and we are currently doing all medical assessments within 28 days. The independent medical advisor was previously visiting the offices once a month to carry out medical assessments but we have changed this process and the assessments are done remotely on a rolling basis to ensure that assessments are undertaken in a timely manner.</p> <p>The information given to the Applicant in regard to how her medical assessment would impact on her housing register case was not clear. The officer involved in medical notifications has been reminded of the need to respond to enquiries in a timely manner and to be conscious of the need to avoid ambiguity in letters.</p>
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Appendix 2: Ombudsman Decision Details 16/17

Homes For Haringey	Housing Support and Options	way the Council responded to his reports of disrepair in his housing association flat.	Fault by the Council in how it responded to complaints of damp and disrepair in the complainant's housing association property. The Council did not keep proper records of its contact with the housing association, or with Mr B, did not reply to a letter from the complainant's solicitor and cannot provide evidence to show how it was satisfied with the action the housing association was taking.	Upheld - Maladministration & Injustice	Since being involved with this particular complaint we have revised our internal policy for dealing with RSL properties. Previously we would always refer the Registered Social Landlord (RSL) client back to their RSL for intervention and then advise them to go to the ombudsman. We now however intervene with an inspection if required if a RSL tenant has been through stage 1 of the complaints procedure and is still not satisfied with the RSL response. We still refer people back to their RSL to ensure that they have gone through all the appropriate complaints procedure in order to be able to go to the Housing Ombudsman regardless of our intervention. Staff have also been reminded of the importance of keeping file notes even though the case may not be one that we would pursue and to inform and update in writing whenever possible when closing a case.
Homes For Haringey	Housing Needs and Lettings	the Council failed to take sufficient action to deal with infestations of mice and cockroaches.	The Council is at fault as it did not take sufficient action to ensure the provider of Miss X's temporary accommodation properly dealt with an infestation of pests and it delayed its consideration of whether to move Miss X. Miss X was caused distress and uncertainty which the Council should remedy	Upheld - Maladministration & Injustice	We have now instructed our TA Suppliers to deal with infestation cases more swiftly and update the Council of their actions. In cases where the infestation affects other flats, there should be a contingency set out by the Supplier to either get the entire block treated or move the tenant immediately.

Homes For Haringey	Housing Demand	<p>1. The Council's children's and homeless services failed to act in line with legal duties and council policy in dealing with Ms G and her children</p> <p>2. The housing benefit service failed to respond to a request for a review in late 2013.</p> <p>3. There were failures in complaint handling, in particular an officer who responded to the complaint had been involved with the case.</p>	<p>The Council told Ms Z about her housing priority band and how to apply for housing without fault. It delayed assessing her medical information but she did not suffer injustice as her housing priority did not change. The Council delayed making a previously agreed payment to Ms Z for nine months causing her financial hardship.</p>	<p>Upheld - Maladministration & Injustice</p>	<p>The initial complaint relates to delays in assessing medical information and this issue was addressed in the Sept 2016 restructure. There have been no delays since this date and we are currently doing all medical assessments within 28 days. The independent medical advisor was previously visiting the offices once a month to carry out medical assessments but we have changed this process and the assessments are done remotely on a rolling basis to ensure that assessments are undertaken in a timely manner.</p> <p>It was unfortunate that the complaint was responded to by an officer who had been involved in the case, however in this instance, multiple officers and managers had been involved due to the complexity. If this occurs again, we will ask that another Head of Service investigates the complaint.</p> <p>The third strand of the complaint relates to delay in compensation payment. HfH Feedback Team have now taken on responsibility for the payment and oversight of compensation payments for Housing Demand so this will not occur in the future.</p>
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Appendix 2: Ombudsman Decision Details 16/17

Libraries and Customer Services	Customer Services	Mr X complains that he sought a change to his parking permit, due to a change in his car. But this took over two months for the Council to process. During this time he says he had to pay for parking by using visitor parking permits he had bought for use by guests. He also complains about the number of telephone calls and emails he had to make to resolve the issue.	The complaint is about a delay in changing a parking permit and the time, trouble and expense this caused the complainant. My view is there is evidence of fault. But there is not enough unremedied injustice to warrant an additional remedy.	Upheld - Maladministration & Injustice	Our processes have been reviewed and also the overall demand and backlog have reduced significantly from the level that it was at the time this application was received.
Planning	Development Management and Planning Enforcement	Complaint arises from a previous complaint: refuse to withdraw the planning permission as agreed.	The Council belatedly completed the review of its planning decision as agreed in an earlier Ombudsman decision apart from a delay for which it has apologised	Upheld - Maladministration, No Injustice	The service has reviewed its processes to ensure that there are no longer delays in implementing Ombudsman decisions.
Planning	Development Management and Planning Enforcement	The Council has failed to complete all parts of the agreed remedy following a previous Ombudsman investigation. In particular Mrs Y says the Council has not expedited, as far as possible, the implementation of an outdoor management plan for a nearby school.	The Council did not complete all parts of the agreed remedy following the Ombudsman's previous investigation, because it failed to expedite the implementation of an outdoor management plan. This was needed in order to discharge a planning condition. The applicant has now submitted the required information and the Council is consulting on the matter before it decides whether to discharge the condition.	Upheld - Maladministration & Injustice	The service has reviewed its processes to ensure that there are no longer delays in implementing Ombudsman decisions.

Appendix 2: Ombudsman Decision Details 16/17

Shared Services Centre	SSC-Revenues	The Council wrongly decided to refund previous council tax payments to her mother, failed to respond to her repayment offers, or put forward an affordable repayment plan, unreasonably pursued enforcement action, did not respond properly to her correspondence, unreasonably threatened to enforce a charging order, did not take proper account of her disability.	I have found fault in the way the Council dealt with recovery of the debt from Miss X. It should have used its discretion to make a special arrangement with her from the outset. I am satisfied with the action the Council has agreed to take to remedy the injustice to Miss X and so I have completed my investigation.	Upheld - Maladministration & Injustice	Instructions have been given to staff to ensure they are aware that an arrangement should be made at any point of recovery and it is not necessary to issue a summons/liability order before making an arrangement
Shared Services Centre	SSC-Revenues	The Council unfairly sought a liability order when the complainant had offered to repay a council tax benefit and council tax support overpayment.	There was fault by the Council in failing to consider a payment arrangement for council tax arrears until after it issued a summons.	Upheld - Maladministration & Injustice	Instructions have been given to staff to ensure they are aware that an arrangement should be made at any point of recovery and it is not necessary to issue a summons/liability order before making an arrangement

Appendix 2: Ombudsman Decision Details 16/17

Shared Services Centre	SSC- Revenues	the Council have not refunded him for Council Tax he should not have had to pay.	Mr X has disputed his liability for council tax since 2012. Disputes over liability are a matter for the Valuation Tribunal. The Council has not directed Mr X to the Tribunal leading to a lengthy dispute and enforcement action. The Council is at fault. The Council has agreed to apologise to Mr X and tell him of his right to take the matter to the Valuation Tribunal. It will also place all enforcement action on hold until the result of the Tribunal and refund Mr X all legal and enforcement costs he has incurred since 2012.	Upheld - Maladministration & Injustice	Staff have been reminded to advise of the right to go to the Valuation Tribunal.
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Appendix 2: Ombudsman Decision Details 16/17

Shared Services Centre	SSC- Revenues	Been billed for CT arrears and he believes his tenants were responsible for the CT from 14 - 20 years ago.	The Council's ten year delay in taking action to recover council tax debts meant Mr X no longer had any realistic chance to provide evidence about the tenants he had living in Property A during three periods during 1997 to 2002. The Council has agreed to repay Mr X the council tax he paid in 2015 for Property A for those three periods. This remedies the injustice caused by its fault.	Upheld - Maladministration & Injustice	provided further details on the case for comments
Shared Services Centre	SSC - Benefits	The Council delayed making a decision on her HB claim. This has left her with a threat of homelessness.	I uphold the complaint. The Council has agreed to my recommendations, so I have completed my investigation.	Upheld - Maladministration & Injustice	The service has employed more staff in order to help work through the backlog

Appendix 2: Ombudsman Decision Details 16/17

Shared Services Centre	SSC - Benefits	the Council has issued her a housing benefit overpayment notice because she was sharing a kitchen. She disputes this and says she was not sharing a kitchen, and she was entitled to the benefit she received	There was fault by the Council which caused Ms B an injustice. However, the Council has already taken suitable action to remedy that injustice, so I have completed my investigation.	Upheld - Maladministration & Injustice	The officer who dealt with this claim has been reminded about the rules regarding Local Housing Allowance when assessing claims
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Report for: Overview & Scrutiny 21st November

Item number:

Title: Quarter 2 (September) 2017/18 Budget Monitoring Report

Report authorised by: Clive Heaphy – Chief Finance Officer

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

1. Introduction

- 1.1. This report sets out the 2017/18 Quarter 2 (Q2) financial position for the Council; including the Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets.
- 1.2. Directors are accountable for delivering service outcomes within their approved budget and where budget pressures are identified, for developing mitigating actions and plans to bring expenditure within approved budgets. Directors for each priority area provide meaningful commentary, explaining the reasons for significant variances between forecast outturn and approved budget.
- 1.3. The Council's risk based approach to budget monitoring ensures that it focuses effort on monitoring those higher risk budgets due to their value, volatility and social impact and where variances are greater than £100k or 10% of the approved budget.
- 1.4. At the end of Q2 (September 2017), the Council is projecting an overspend by £6.4m in 2017/18. The General Fund is projecting overspend of £6.6m and the HRA £0.2m underspend. The majority of the overspend in the General Fund relate to demand pressures in the following key frontline services:
 - i. Priority 1 (Children's) - £2.2m;
 - ii. Priority 2 (Adults) - £3.4m;
 - iii. Priority 5 (Temporary Accommodation) - £0.8m.
- 1.5. Savings proposals are rated on a 'RAG' basis taking account of the 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.

2. Describe the issue under consideration

- 2.1. This report presents the estimated forecast outturn position for 2017/18 as at 30th September 2017. Overall, the General Fund is forecasting a net overspend against the approved budget of £6.6m (£6.2m at Q1) and the Housing Revenue Account (HRA) is forecasting an underspend of £0.2m (overspend of £0.4m at Q1).

- 2.2. The overspend position on the General Fund has worsened by £0.4m compared to the Q1 position, but the HRA is showing improvement of £0.6m, giving an overall net favourable movement of £0.2m. The reasons for the variances are explained in detail in section 5 of this report.
- 2.3. It should be remembered that even without this overspend, the approved budget included a planned use of General Fund reserves of £8.8m which would already have the impact of reducing General Fund reserves to £6.2m. The minimum level of General Fund Reserves recommended by the S151 Officer at the time of setting the budget was £15m.
- 2.4. If the forecast deficit is not addressed, the Council would be significantly below the minimum recommended level of reserves by 31 March 2018. The Chief Finance Officer is currently working with Directors to develop a plan for recovering this deficit in order to maintain General Fund reserves at the minimum recommended level.

3. Recommendations

- 3.1. That Overview & Scrutiny Committee to note:
 - i. Note the Q2 forecast revenue outturn for the General Fund of £6.6m overspend, including corporate items. (Section 5, Table 1 and Appendix 1);
 - ii. Note the net HRA forecast position of £0.2m underspend. (Section 5, Table 2 and Appendix 2);
 - iii. Note the latest capital position with forecast capital expenditure of £101.59m in 2017/18. (Section 7, Table 4);
 - iv. 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 3 (a) (g);
 - v. Note the measures in place to reduce overspend in service areas; and
 - vi. Note budget virements set out in section 9 and Appendix 4 of this report.

4. Budget Monitoring Overview

4.1. Table 1 below sets out financial performance at priority level. A detailed analysis at directorate level is attached at Appendix 1.

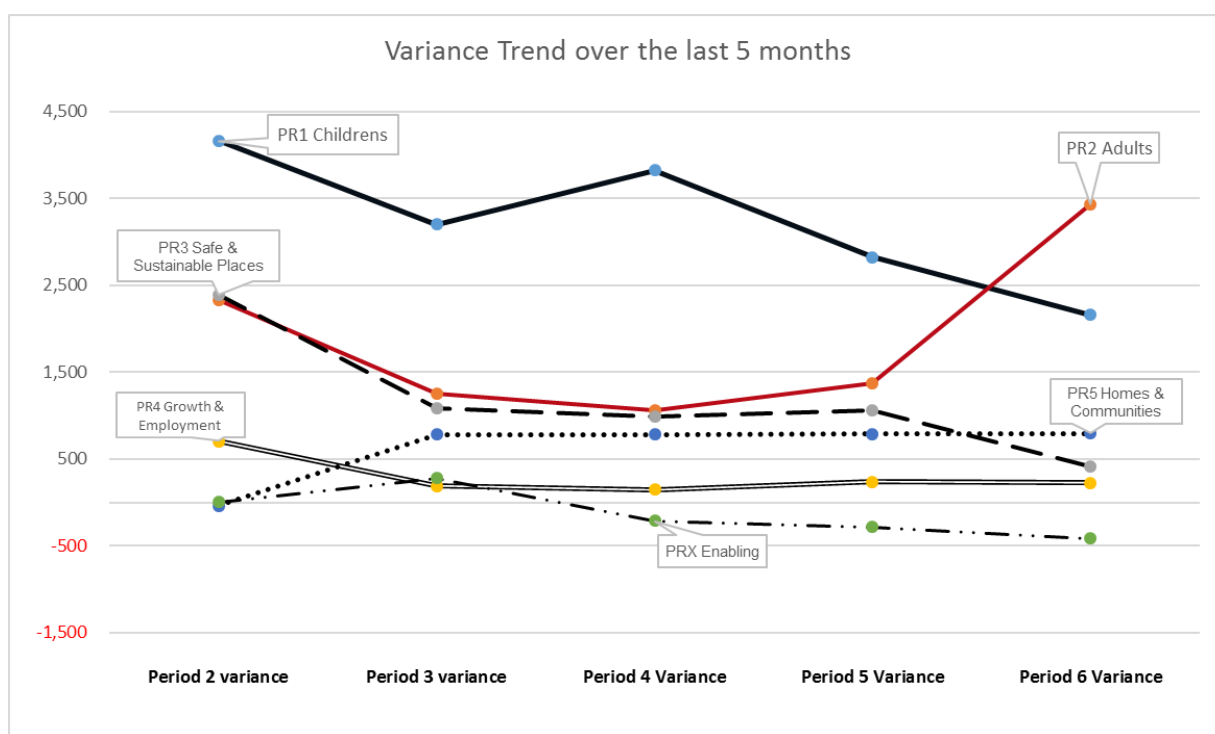
Table 1 – Revenue Budget Monitoring Forecast for Q2 (2017/18)

Priority	Revised 2017/8 Budget	Quarter 2 Outturn Forecast	Quarter 2 Forecast to Budget Variance	Quarter 1 Forecast to Budget Variance	Forecast Variance Movement between Q1 and Q2	
	£'000	£'000	£'000	£'000	£'000	
PR1 Childrens	65,680	67,837	2,157	3,200	-1,043	▼
PR2 Adults	95,233	98,662	3,429	1,256	2,173	▲
PR3 Safe & Sustainable Places	26,643	27,055	412	1,096	-685	▼
PR4 Growth & Employment	12,002	12,225	223	174	49	▲
PR5 Homes & Communities	20,699	21,495	796	785	11	▲
PRX Enabling	35,504	35,086	-419	-290	-129	▼
General Revenue Total	255,762	262,359	6,598	6,221	377	
PR5 Homes & Communities(HRA)	0	-169	-169	411	-580	▼
Haringey Total	255,762	262,190	6,429	6,632	-203	▼

▼ Denotes reducing overspend/increasing underspend

4.2. Diagram 1 below illustrates the trend and volatility of forecast outturn by priority area up to Q2 (30th September 2017). It shows that outturn forecast for all but one (Priority 2 - Adults) of the priority areas are trending downward in terms of overspend or upward where an underspend has been forecast.

Diagram 1 – Revenue Budget Forecast Trend to Q2



5. Revenue Finance Overview

- 5.1. A summary of outturn position including comments on each priority area budget are set out below:

PRIORITY 1

Overspend £2.2m

- 5.2. Priority 1 is projecting overall spend of £67.84m against approved budget of £65.68m resulting in forecast overspend of £2.16m as at Q2. This is an improvement of £1.0m on the outturn position forecast at Q1.
- 5.3. The areas with material variances are detailed below.
- 5.4. **Placements** are forecast to overspend by £0.3m, a significant improvement of £1.0m against Q1. This is largely due to increased focus on the “top 20” high cost placements, with a view to stepping down care packages or negotiating lower fees. Whilst this action has caused a reduction in average cost of high cost placements, the service has also been able to reduce no of placement numbers by managing down demand.
- 5.5. **Social Care Agency Worker costs** are forecast to overspend by £0.7m which is consistent with previous forecasts reflecting the market difficulties in recruiting permanent staff into these areas of operation. Work is also continuing to ensure that workforce numbers are within the currently agreed and budgeted establishment level.
- 5.6. **Early Help and Prevention** is forecast to overspend by £1.3m which is a worsening of £1.2m against Q1. Aside from personalised budgets which are addressed separately below, other areas of overspend are £0.4m in Home to Schools Transport which is largely as a result of a reduction in funding of £0.3m from the DSG and Children Centres overspending by £0.3m due to low level occupancy rates (currently running at 65%).
- 5.7. **SEN Personalised Care Budgets** – the Early Help and Prevention overspend highlighted above also includes SEN personalised care budgets which are currently forecast to overspend by £0.7m. A management action plan is being developed. The plan will include recovery of contributions from CCGs for joint funded placements, and income relating to services provided to other London boroughs and the adoption of a targeted approach to reviewing high cost placements and ensuring the integrity of data used to forecast future costs.

PRIORITY 2

Overspend £3.4m

- 5.8. As at Q2, Priority 2 is forecasting overspend of £3.43m. Total spend of £98.6m is forecast against budget of £95.2m. The overspend position of £3.42m represents a significantly adverse variance of £2.2m compared to Q1. The three main directorates within Priority 2 are Adult Social Care, Commissioning and Public Health.
- 5.9. Most of the overspend is in Adult Social Care Services which is forecasting outturn spend of £84.9m against a budget of £81.3m, resulting overspend position of £3.6m on this budget. Commissioning and Public Health, together, are forecasting underspend of £0.2m against budget in 2017/18.
- 5.10. Pressure areas in Adults Services are detailed below.

Osborne Grove Nursing Home (OGHN)

- 5.11. Total budget pressure relating to (OGNH) is projected at £1.0m for the following reasons:
- The costs of having to utilise agency staff to cover staff members with various health and capability issues;
 - Due to concerns around the quality of care provision, an embargo is in place on placing new clients in the home which causes pressures on finding alternative provision, which in turn results in loss of clients and health contributions for purchased beds.

Adult Social Care Packages

- 5.12. A budget pressure of £5m budget is now apparent on care packages due to:
- Demand for younger clients with learning disability support needs and older clients with physical support needs being currently forecast above initial budget projections causing a £1m pressure;
 - Savings related to re-provisioning costs being less than anticipated for those clients whose needs were previously met through in-house services causing a budget pressure of approximately £1m;
 - Significant reductions in the cost of care packages and savings related to prevention and diversion have not materialised. This approach was anticipated to play a large role in delivering £3m savings in the current MTFs. However, the service now believes that the initial assessment was overly optimistic and a review will be undertaken to seek alternative ways to mitigate this.
- 5.13. In-year pressures are being mitigated through the release of two provisions totalling £1.4m, the two provisions being:
- Haynes Centre (£0.7m) - relating to historic rental costs at the Haynes Centre, liability for which is being disputed with Haringey CCG. The current advice from Legal and Property Services is that the council is not liable for these costs;
 - Care packages (£0.7m) - the provision, established in 2016/17, relates to potential liabilities for committed homecare hours but is no longer required as the liability no longer exists.
- 5.14. The service has drafted a formal management action plan which include a series of initiatives to further curtail expenditure. These actions which are estimated to reduce current overspend by £1m will be monitored regularly to ensure they are having a positive impact on overall spend levels.

PRIORITY 3

Overspend £0.4m

- 5.15. At Q2, Priority 3 is projecting total expenditure of £27.05m against approved budget of £26.64m for 2017/18. This forecast overspend of £0.4m represents an improvement of £0.68m when compared with Q1.

- 5.16. A number of budget pressures are being managed within this priority area and the service continues to put in place action plans to mitigate budget pressures. Below are some of the budget pressures being managed by the service:
- Loss of on-street parking income due to the absence of Spurs football matches this season is estimated at £0.4m and is being managed through introduction new CPZs;
 - £0.20m pressure relating to increased contractual costs associated with clamping removal and is being managed through spend reduction of £0.40m in the cost of concessionary travel;
 - £0.3m pressure relates to Dynamic Purchasing System software license fees which should have been recovered as part of savings allocation to non-Commercial & Operations services but has not been possible given issues around being able to capture savings arising from 'procurement savings'.
 - Delays in scoping the cashless project has put at risk the related MTFS saving and created budget pressure of £0.08m. Although, funding has now been secured to progress the project, the delay means that only £0.04m will be achieved in 2017/18.
- 5.17. The budget for this area needs to be adjusted for highways energy inflation thus fully compensating for the £0.4m forecast overspend.

PRIORITY 4

Overspend £0.2m

- 5.18. At the end of Q2, Priority 4 is projecting total expenditure of £12.22m against planned budget of £12m resulting in forecast overspend of £0.22m compared to £0.18m in Q1.
- 5.19. The main area of forecast overspend remains additional costs for staffing, consultancy fees and legal recharges all related to the delay in transfer of non-compliant properties to HDV.

PRIORITY 5 (General Fund)

Overspend £0.8m

- 5.20. The forecast for Priority 5 remains largely the same as Q1 with a forecast overspend of £0.8m. This is comparable to the forecast overspend at Q1 of £0.8m. Total projected spend is forecast at £21.5m against approved budget of £20.7m.
- 5.21. It is expected that the forecast outturn for temporary accommodation cost will reduce dependent on progress on implementing action plans. Examples of actions being taken to reduce the level of overspend include the implementation of a pilot Assured Short-hold Tenancy scheme with guaranteed rent and the development of 20 infill sites by Sanctuary Housing.

PRIORITY 5 (HRA)

Underspend £0.2m

- 5.22. The HRA is currently forecasting underspend of £0.17m against its approved (net nil) budget. Other than the change in the forecast overspend in the Homes for Haringey (HfH) management fee explained below, the movements from last period have been minimal.

Management Fee Variance of £0.42m – In Q1, HfH's company accounts were forecast to overspend by £0.41m. This period the forecast overspend is £27k. Whilst the pressures causing the overspend last period (such as disrepair) remain, the forecast has reduced following a detailed exercise to review budget forecasts which has resulted in the overall HfH overspend being reduced.

5.23. One ongoing cost pressure relates to **community alarms**. The budget for community alarms within the HRA is forecast to overspend by just over £130k due to income from community alarms being forecast to be £255k less than budget. This has been raised with the service responsible for community alarms and a meeting held to understand the reasons for these pressures. Work is now underway to look at how income collection can be improved and costs managed. This work will also look at how charges can be increased in future years to prevent this budget pressure carrying on beyond 2017/18.

5.24. The forecast HRA outturn summary is set out in Table 2 below.

Table 2 – HRA Budget Forecast (Q2)

HRA Budget (2017/18)	2017/18 Revised Budget	Q2 Forecast Outturn	Q2 Forecast to Budget Variance	Q1 Forecast to Budget Variance	Movement – Q1 to Q2 Forecast to Budget
	£'000	£'000	£'000	£'000	£'000
Managed Services Income	(107,736)	(107,967)	(231)	359	(590)
Managed Services Expenditure	12,492	12,650	158	187	(29)
Retained Services Expenditure	95,244	95,148	(96)	(135)	39
Surplus	0	(169)	(169)	411	(580)

PRIORITY X

Underspend £0.4m

5.25. At Q2, Priority X is currently forecasting total expenditure of £35.1m against budget of £35.5m giving underspend forecast of £0.4m equating to a favourable movement of £0.1m when compared to underspend of £0.3m forecast at Q1. The make-up of the over/underspend is spread out across the services in Priority X as detailed below:

5.26. **Corporate Governance** – Legal services forecasting net underspend of £0.3m mostly due to overachievement on income being greater than the level of additional staffing resources employed to generate the additional income.

5.27. **Strategy and Communication** – is forecasting a budget overspend of £0.1m relating to legacy issues around under provision for staff salaries.

5.28. **Transformation and Resources** – This area is forecast to overspend by £0.6m at Q2, an adverse movement of £0.13m compared to Q1 forecast. The overspend is due to:

- unfunded post in Corporate Project Management Office (CPMO) not previously forecast; and
- approximately £0.02m movement in the Corporate Delivery Unit because of salary regrading.

5.29. **Shared Service Centre (SSC)** – The SSC is forecast to overspend by £0.14m at Q2 as detailed below. This is an adverse movement of £0.1m compared to Q1 forecast of £0.01m.

5.30. Main budget pressure for the Shared Service Centre remains Human Resources Schools Traded Services. The estimated full year "loss" in 2017/18 is currently estimated to be £0.22m at Q2. A paper on future options for service delivery pulled from CAB in July; now waiting a wider review of Schools Traded Services being undertaken by Children's Service and presented to SLT in October.

5.31. **Non Service Revenue (NSR)** – The forecast underspend within NSR is £0.7m representing an adverse movement due mostly to emerging pressures on treasury service charges. This is being investigated and it is expected that the cost will be brought under control and further increase in expenditure prevented.

6. Dedicated Schools Grant (DSG) Overspend £2.5m

6.1. The Dedicated Schools Grant is broken down into three funding blocks; Schools, Early Years and High Needs. Excluding school's balances, the carried forward surplus from 2016/17 is £2.8m. However, whilst Schools and Early Years carried forward surpluses, the High Needs block is carried forward a deficit of £1.3m.

Table 3 – DSG budget

DSG as at Q2 (2017/18)	Opening DSG at 01/04/17	Loan	In year position at Q2 (2017/18)	Forecast Closing DSG 2017/18
Schools block	(815,340)	0	(6,500)	(821,840)
Early years block	(3,325,069)	1,340,151	1,379,500	(605,418)
High needs block	1,340,151	(1,340,151)	756,550	756,550
Total	(2,800,258)	0	2,129,550	(670,708)

6.2. It is expected that a formal management action plan to address the High Needs deficit will be presented at the next Schools Forum.

7. Capital Budget

7.1. This section sets out progress on capital programme against the approved capital budget at priority level.

7.2. The table below show a forecast underspend position of £88.88m (63%) on the General Fund and £19.46m (28%) on the HRA with a combined underspend of £108.34m.

Table 4 – Capital Outturn Forecast Q2 (2017/18)

Priority	Revised Budget as at Q1	Budget Virement in Q2	Revised Budget as at Q2	Q2 Forecast Outturn	Forecast against Revised Budget
	£'000	£'000	£'000	£'000	£'000
Priority 1 - Children's	13,350	226	13,576	9,227	(4,349)
Priority 2 - Adults	2,893	185	3,078	2,485	(594)
Priority 3 - Safe & Sustainable Places	20,048	(2,554)	17,494	12,475	(5,019)
Priority 4 - Growth & Employment	63,311	10,368	73,679	18,890	(54,789)
Priority 5 - Homes & Communities	16,431	0	16,431	3,679	(12,752)
Priority 6 - Enabling	16,484	281	16,765	5,392	(11,373)
Total General Fund	132,516	8,507	141,022	52,147	(88,875)
Priority 5 – HRA	68,901	0	68,901	49,440	(19,461)
Total	201,416	8,507	209,923	101,587	(108,336)

7.3. The performance against approved capital budget is set out below at priority level.

Priority 1

Underspend £4.4m

7.4. At the end of Q2, Priority 1 had recorded expenditure of £1.44m with further planned expenditure of £7.60m (which includes the distribution of devolved formula capital grant to schools), a forecast outturn of £9.23m and a year-end variance of £4.35m. The planned further expenditure (excluding the devolved formula capital which is passed directly on to schools) equates to an average spend of £1.21m per month for the remainder of the year compared to the average monthly spend of £0.24m for the first six months of the year. Officers anticipate a spike in expenditure for October and November as contractors submit their invoices for the work completed over the summer and report sufficient schemes in progress to meet the forecast outturn.

Priority 2

Underspend £0.6m

7.5. At the end of Q2, Priority 2 had recorded expenditure of £0.57m with further planned expenditure of £1.92m and a forecast outturn of £2.49m resulting in a year-end underspend position of £0.59m.

- 7.6. DFG (spend on Aids, Adaptive & Assistive Technology) is funded by a ring fenced grant within the Better Care Fund. It is anticipated that there will be a payment of outstanding sums due to contractors for work previously invoiced of approximately £0.3m and that the recently procured framework contract for minor construction works goes live in November 2017. Should either one of these assumptions not be realised then this would adversely affect the projected outturn. The other minor schemes within P2 are expected to spend to budget.

Priority 3

Underspend £5.0m

- 7.7. Priority 3 is showing negative net expenditure of (£0.49m) due to accruals of £1.33m against unpaid invoices on the Ringway Jacobs contract (£0.37m), the Leisure externalisation contract (£0.29m) and S106 agreements (£0.37m). However, further planned expenditure of £12.96m, results in a forecast outturn position of £12.48m and a year-end adverse variance of £5.0m.
- 7.8. The relocation of the CCTV centre to Marsh Lane has been delayed due to the delay to the substantive project to relocate from the Ashley Road Depot to Marsh Lane Depot giving rise to a £2.1m year-end adverse variance.
- 7.9. Developer S106 / S278 contributions are currently forecast to underspend the budget by £0.89m for 2017/18. These resources are ring fenced to a particular project and as such any underspend will need to be considered for carry-forward.
- 7.10. Surveys undertaken to inform the Parkland Walk Bridges scheme have revealed that significantly more work is required than the current budget will support and the resultant delay is leading to a forecast underspend of £0.42m. Officers are preparing a revised capital bid for the required works as part of the budget setting process.
- 7.11. Asset Management of Council Buildings is forecasting to underspend by £1.14m. This is due to the need to align the budget with the emerging asset management plan and the appointment of the HDV.
- 7.12. Northumberland Park Development Phase two – LBH match funding is delayed as the scheme cannot be completed until the THFC development has finished.

Priority 4

Underspend £54.8m

- 7.13. At the end of Q2, Priority 4 had recorded spend of £4.93m with further planned expenditure of £13.96m, resulting in a forecast outturn position of £18.89m and a year-end negative variance of £54.79m.
- 7.14. Wards Corner CPO at £17.91m, all of which is refundable by the developer Grainger and thus has no financial effect on the Council, accounts for a large proportion of this underspend.

- 7.15. However, a significant sum relates to expenditure that is closely tied to regeneration schemes or will be reimbursed to the Council during the delivery of regeneration schemes such as
- i. the two Tottenham Hale schemes (£1.35m),
 - ii. Tottenham High Road & Bruce Grove (£0.45m),
 - iii. HRW business acquisition (£5.2m),
 - iv. Strategic Acquisitions (£9.01m),
 - v. Northumberland Park (£2.74m) and
 - vi. the DEN (£1.87m).

In light of the procurement of the HDV and the HRW development partners', officers are reviewing these profiles as part of the 2018/19 budget setting process.

- 7.16. The majority of the balance of the variance of £16.28m, relates to the stalled Marsh Lane relocation project (£14.34m) although this position will likely improve due to the works to relocate part of the current operations from Ashely Road Depot to Marsh Lane Depot being completed this financial year. The remainder of the variance relates to schemes that are contractually committed but behind schedule. Officers are reviewing the alternative procurement options for the delivery of the Marsh Lane relocation scheme.
- 7.17. Actual expenditure to date is largely made up of two payments on Alexandra Palace Heritage (£3.29m) and Alexandra Palace Maintenance (£0.47m) schemes and minor spend on a number of other schemes (£1.16m).
- 7.18. Two schemes, Heritage Building Improvements and North Tottenham Heritage Improvements are forecasting over achievement against this year's budget (but not against the overall scheme budget) of £1.0m and £0.12m respectively. The budget for 'Growth on the High Road' has been reviewed and it is proposed to transfer budget of £0.40m into the approved capital programme contingency.

**Priority 5 (General Fund)
£12.75m**

Underspend

- 7.19. At the end of Q2, Priority 5 (General Fund) had recorded spend of £0.49m with further planned expenditure of £3.19m, a forecast outturn of £3.68m and a year-end variance of £12.75m. Temporary Accommodation Solutions has one scheme in progress, Birkbeck Lodge, which is being considered by the Secretary of State with a decision expected in spring 2018. There are no further schemes planned. Temporary Accommodation Acquisitions has plans for a significant acquisitions programme that will impact in the next financial year. CPO Empty Homes is awaiting a decision by the Secretary of State which, if received, will result in expenditure this year.

Priority 5 (Housing Revenue Account)**Underspend £19.46m**

- 7.20. Priority 5 (HRA) shows recorded expenditure to date of £10.95m with further planned expenditure of £38.49m, and forecast outturn of £49.44m and a variance of £19.46m.
- 7.21. The three most significant variances are HRW Leaseholder Acquisition which is forecasting a variance of £8.45m. Given the nature of the transaction, forecasting exactly when they will complete is difficult as there is another counterparty involved who may not be on the same timescale as the Council. Home Loss Disturbance Payments has a variance for the same reason as HRW Leaseholder Acquisition. Stock Acquisition has been placed on hold and the budget earmarked for post Grenfell works. Together these variances total £17.09m.

Priority X**Underspend 11.37m**

- 7.22. At the end of Q2, Priority X had recorded expenditure of £0.71m with further planned expenditure of £4.68m resulting in forecast outturn of £5.39m and a year-end variance of £11.37m. Plans are being developed to take forward further transformation projects and for a refresh of the IT estate.

Capital Budget Virements

- 7.23. At its meeting of the 20th June 2017, Cabinet approved the overall capital programme for 2017/18 and a revised profile for the MTFS period. The programme included agreed carry forward from 2016/17 and revised profiling of the HDV. The 12th September Cabinet meeting noted that the Q1 monitoring of the capital programme was forecast to underspend by £66m against General Fund budget of £132.52m.
- 7.24. Since the preparation of that report a number of changes are needed to the budget to accurately reflect previously agreed schemes in the General Fund approved capital programme and new resource allocations. These changes are set out in the appendix and increase the overall £6.238m. There are some additional minor additions that total £0.579m. The revised General Fund capital programme is set out in the below table.

Table 5 – Revised Capital Budget Q2 2017/18

Priority	Revised Budget as at Q1	Budget Adjustment (Virement) in Q2	Revised Budget as at Q2
	£'000	£'000	£'000
Priority 1 - Children's	13,350	0,226	13,576
Priority 2 - Adults	2,893	0,185	3,078
Priority 3 - Safe & Sustainable Places	20,048	(2,554)	17,494
Priority 4 - Growth & Employment	63,311	10,368	73,679
Priority 5 - Homes & Communities	16,431	0	16,431
Priority 6 - Enabling	16,484	0,281	16,765
Total (General Fund)	132,516	8,507	141,022
Priority 5 (HRA)	68,901	0	68,901

Total (General Fund & HRA)	201,416	8,507	209,923
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- 7.25. These changes have been incorporated into individual priority budgets. Appendix 4 contains (Virements) the detail of the adjustments and virements totalling £6.23m. The net effect of the virements and adjustments is to increase the approved capital programme from £132.5m to £141.02m. The HRA capital budget is unchanged.
- 7.26. As part of the budget setting process for 2018/19 all budget holders will be required to submit detailed requests for carrying forward resources from this financial year to the next so, at this stage, no carry forward requests are being considered.

8. MTFS Savings 2017/8

- 8.1. The MTFS savings target for 2017/8 is £20.6m. As at Q2, services are projecting that that £10.17m (49%) of planned savings would be achieved compared to £13.8m (67%) at Q1. This is a significant deterioration in forecast savings with most of the adverse movement relating to Adults Social Care savings.
- 8.2. The Chief Finance Officer has engaged with service directors to encourage delivery of planned savings or where this is not possible, for services to come up with alternative savings to ensure that overall services are delivered within planned budgets.
- 8.3. Table 3 below summarises the savings position at priority level and Appendix 3 has a detailed breakdown of savings and, where provided, comments to explain reason for non-delivery of savings.

Table 4 – Summary Savings at Priority Level

	New MTFS	Old MTFS	Total	Savings Achieved 2017/8	Savings Shortfall	% Achieved	Movement in achieved savings since last	Quarter 1 Savings Achieved 2017/8
	£'000	£'000	£'000	£'000	£'000	%		£'000
Priority 1	1,437	2,694	4,131	1,288	2,843	31%	▼	1,430
Priority 2	2,411	5,399	7,810	4,264	139	55%	▼	7,672
Priority 3	1,685	930	2,615	2,540	75	97%	▶	2,540
Priority 4	503	325	828	578	250	70%	▶	578
Priority 5	-	765	765	765	-	100%	▶	765
Priority X	612	116	728	569	159	78%	▼	670
Corporate Savings	2,036	1,650	3,686	167	3,519	5%	▼	188
Total	8,684	11,879	20,563	10,171	6,985	49%		13,843

- 8.4. Table 3 show the total amount reported as achievable at Q2 as £10.17m – this represents only 49% of planned savings for the year and an adverse movement of £3.7m from Q1 projection of £13.8m (67%). The revision of savings downwards by Priority 2 (down from 7.7m – 98% in Q1 to £4.3m – 55% in Q2) accounts for the majority of the adverse movement. The factors that have contributed to the projected shortfall in the savings programme for each priority area are summarised below.

Priority 1

- 8.5. Priority 1 is reporting that only 31% (£1.29m of £4.13m) of approved savings will be delivered this year compared to 35% (£1.43m) in Q1. The movement between Q2 and Q1 is due to savings relating to Service Redesign and Early Help Target Response not being achieved this financial year.
- 8.6. Other planned saving not being achieved this financial year includes £0.6m of savings relating to supported housing which the Service has requested to be deferred to the next financial year. Line by line comment on individual savings, where provided, are detailed at Appendix 3a.

Priority 2

- 8.7. Priority 2 is now reporting that it will only deliver 55% (£4.3m of £7.8m) of planned savings in 2017/18 compared to £7.7m projected achievement at the end of Q1. Previous projection on savings achievement was overly optimistic and the revision downwards is deemed a more realistic position at year end. Line by line comment on individual priority 2 savings, where provided, are detailed at Appendix 3b.

Priority 3

- 8.8. Priority 3 is reporting a projected shortfall in savings achievable in 2017/18 of £0.1m – same as Q1. This projected non-delivery relates to the delay in the scoping exercise for the move to cashless payment project. Further details on priority 3 savings are provided at Appendix 3c.

Priority 4

- 8.9. The shortfall of £0.2m in priority 4 relates to the transfer of functions/assets to the HDV – the projection remains the same as Q1. Line by line comments on individual priority 4 savings, where provided, are detailed at Appendix 3d.

Priority 5

- 8.10. Priority 5 is currently projecting that all its savings will be achieved which is similar to projection at the end of Q1. Further details on priority 5 savings are detailed at Appendix 3e.

Priority X

- 8.11. Priority X is currently projecting that 78% (£0.57m out of £0.73m) of approved savings will be achieved. Q1 projection was 92% (£0.67m). The reduction relates to projected non-delivery of communications staff and shortfall in insurance savings attributable to the General Fund. Line by line comment on individual savings, where provided, are detailed at Appendix 3f.

Council Wide Savings

- 8.12. A corporate savings target of £3.6m relates to council wide savings on redundancy (£1.5m), bad debt provision (£0.70m) and procurement (£0.95m) and senior management savings (£0.40m). A significant shortfall of 95% is currently projected for these savings – similar to Q1. The relevant services are working to develop action plans to deliver savings relating to bad debt provision and procurement. Line by line comment on individual savings, where provided, are detailed at Appendix 3g.

9. Budget Virements

- 9.1. Budget virements requiring noting are set out in Appendix 4. One-off virements (£34.94m) are budget movements affecting this financial year, whilst permanent virements (£26.10m) are budget movements which will permanently affect the cash limit of the priority.
- 9.2. These virements relate to technical budget adjustments to incorporate recognise additional external funding secured in year for specific/defined objectives and also to implement decisions already taken by the Cabinet/Council.

10. Use of Appendices

Appendix 1 – Directorate Level Forecast (Q2)

Appendix 2 – HRA Forecast (Q2)

Appendix 3 – Detailed MTFS Savings Monitor (Q2)

Appendix 4 – Revenue and Capital Virements (Q2)

11. Local Government (Access to Information) Act 1985

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

Revenue Budget Forecast as at Q2 (2017/18)

APPENDIX 1

Priority for Report	Directorate	Revised 2017/8 Budget	Quarter 2 Forecast	Quarter 2 Variance	Quarter 1 Variance	Movement in Forecast Variance	
PR1 Childrens	CM Assistant Director for Commissioning	2,254,921	2,102,927	-151,994	74,705	-226,699	▼
	CY Director Of Children Services	51,438,888	53,675,483	2,236,595	3,170,877	-934,283	▼
	PH Director for Public Health	6,600,771	6,643,018	42,248	20,000	22,248	▲
	SCH Assistant Director for School	5,385,470	5,415,652	30,182	0	30,182	▲
PR1 Childrens Total		65,680,050	67,837,080	2,157,030	3,265,582	-1,108,552	▼
PR2 Adults	AS Director for Adult Social Services	81,259,225	84,828,211	3,568,986	1,014,494	2,554,492	▲
	CM Assistant Director for Commissioning	2,933,573	2,944,905	11,332	222,098	-210,767	▼
	PH Director for Public Health	11,040,551	10,889,154	-151,398	19,600	-170,998	▼
PR2 Adults Total		95,233,349	98,662,269	3,428,920	1,256,192	2,172,728	▲
PR3 Safe & Sustainable Places	OPS Director for Commercial & Operations	26,437,399	26,817,915	380,516	1,099,130	-718,614	▼
	PH Director for Public Health	204,456	236,828	32,372	-16,528	48,900	▲
PR3 Safe & Sustainable Places Total		26,641,855	27,054,743	412,888	1,082,602	-669,714	▼
PR4 Growth & Employment	CM Assistant Director for Commissioning	1,044,133	1,031,299	-12,834	22,221	-35,056	▼
	Alexandra Palace	1,900,200	1,902,200	2,000	2,000	0	▶
	PLAN Assistant Director of Planning	1,706,155	1,622,787	-83,368	-50,481	-32,887	▼
	RGEN Director for Housing and Growth	2,865,296	3,312,454	447,158	147,900	299,258	▲
	RPD02 Director of Regeneration	3,953,953	3,948,753	-5,200	0	-5,200	▼
	V00001 Dir of Regeneration Planning,Development	533,152	407,152	-126,000	0	-126,000	▼
PR4 Growth & Employment Total		12,002,889	12,224,644	221,755	121,640	100,115	▲
PR5 Homes & Communities	AH03 Community Housing Services	10,991,803	11,787,883	796,080	784,709	11,372	▲
	AH05 Housing Commissioned Services	9,707,566	9,707,066	-500	0	-500	▼
PR5 Homes & Communities Total		20,699,369	21,494,949	795,580	784,709	10,872	▲
PRX Enabling	C00002 Deputy Chief Executive	440,357	438,257	-2,100	0	-2,100	▼
	CE01 Chief Executive Officer	2,600	0	-2,600	0	-2,600	▼
	COM Assistant Director for Strategy & Communication	800,626	847,539	46,913	57,877	-10,964	▼
	COOOO F00001 Chief Operating Officer	-112,951	-84,001	28,950	250	28,700	▲
	CUS Assistant Director for Customer Services	5,903,050	5,879,930	-23,120	23,023	-46,143	▼
	GOV Assistant Dir of Corporate Governance	2,595,003	2,264,303	-330,700	0	-330,700	▼
	Non Service Revenue	17,320,174	16,602,291	-717,883	-447,207	-270,676	▼
	Year End Adjustment Reserves	1,989,981	1,989,981	0	0	0	▶
	Other Non Service Revenue	1,700	1,700	0	0	0	▶
	RES Director for Transformation & Resources	551,389	1,152,180	600,791	477,174	123,617	▲
	SSC Assistant Director for Shared Service Centre	5,470,028	5,614,062	144,034	15,498	128,536	▲
	Shared Digital Services	542,203	379,390	-162,813	-416,558	253,745	▲
	PRX Enabling Total		35,504,160	35,085,632	-418,528	-289,944	-128,585
General Revenue Total		255,761,672	262,359,317	6,597,645	6,220,782	376,863	▲
	HSE Housing Revenue Account	0	-168,866	-168,866	411,048	-579,914	▼
Haringey Total		255,761,672	262,190,452	6,428,780	6,631,830	-203,050	▼

HRA Budget Forecast as at Q2

Appendix 2

HRA BUDGET 2017/18	2017/18 Revised Budget	Forecast Spend	Q2 Forecast Variance	Q1 Forecast Variance	Forecast Variance Movement
	£'000	£'000	£'000	£'000	£'000
Managed Services Income					
Rent - Dwellings	(81,838)	(81,996)	(158)	29	(187)
Rent - Garages	(858)	(736)	121	125	(4)
Rent - Commercial	(2,139)	(2,139)	0	0	0
Income - Heating	(336)	(338)	(2)	80	(82)
Income - Light and Power	(1,204)	(1,201)	3	2	1
ServChgInc Leasehold	(7,143)	(7,560)	(417)	0	(417)
ServChgInc SuppHousg	(1,488)	(1,497)	(10)	256	(266)
ServChgInc Concierge	(1,554)	(1,548)	6	0	6
Grounds Maintenance	(1,922)	(1,919)	3	0	3
Caretaking	(1,544)	(1,541)	3	0	3
Street Sweeping	(1,626)	(1,623)	4	0	4
Water Rates Receivable	(6,295)	(6,078)	217	401	(184)
Bad Debt Prov - Leas	210	210	0	0	0
	(107,736)	(107,967)	(231)	893	(1,124)
Managed Services Expenditure					
Housing Management WG	23	23	0	0	0
Housing Management NT	28	28	0	0	0
TA Hostels	237	237	0	0	0
Housing Management ST	9	9	0	0	0
Housing Management BWF	11	11	0	0	0
Under Occupation	123	123	0	0	0
Rent - Hostels	(1,996)	(1,948)	49	0	49
Service Charge Income - Hostels	(341)	(330)	11	0	11
Repairs - Central Recharges	2	2	0	0	0
Responsive Repairs - Hostels	342	342	0	0	0
Water Rates Payable	5,277	5,030	(247)	93	(340)
HousMgmtRechg Cent	107	105	(2)	(2)	0
Other RentCollection	162	162	0	0	0
HousMgmtRechg Energ	1,417	1,417	0	0	0
Special Services Cleaning	2,100	2,500	400	0	400
Special Services Ground Maint	1,680	1,680	0	0	0
HRA Pest Control	277	277	0	0	0
Supporting People Payments	1,851	1,799	(53)	0	(53)
Commercial Propert	221	221	0	0	0
Bad Debt Provision - Dwellings	664	664	0	0	0
BAd Debt Provision - Commercial	80	80	0	0	0
Bad Debt Provisions - Hostels	68	68	0	0	0
HRA- Council Tax	150	150	0	0	0
	12,492	12,650	158	91	67
Retained Services Expenditure					
Anti Social Behaviour Service	736	575	(161)	0	(161)
Interest Receivable	(115)	(1)	114	0	114
Corporate democratic Core	777	765	(13)	0	(13)
Leasehold Payments	(507)	(190)	317	0	317
Landlords Insurance - Tenanted	288	302	14	0	14
Landlords - NNDR	132	42	(90)	0	(90)
Landlords Insurance - Leasehold	2,017	1,355	(662)	(482)	(180)
Capital Financing Costs	12,400	12,400	0	0	0
Depreciation - Dwellings	18,000	18,000	0	0	0
ALMO HRA Management Fee	40,032	40,059	27	0	27
Housing Revenue Account	17,135	17,135	0	0	0
GF to HRA Recharges	2,990	2,795	(195)	(368)	173
Estate Renewal	414	414	0	0	0
HIERS/ Regeneration Team	810	859	49	49	0
Emergency Response Management	0	388	388	113	275
Supported Housing Central	135	250	115	115	0
	95,244	95,148	(96)	(573)	476
(Surplus) for the Year on HRA Services	0	(169)	(169)	411	(580)

MTFS Savings - P1 – Children’s

Appendix 3a

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 achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
P1 - Childrens								
1.1	Service Redesign & Workforce	300	3	5	15	Amber/Red	-	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	5	5	25	Red	-	The model / formula for the delivery of savings is yet to be finalised. Firm details will be available once agreed. CDU Review will understand the opportunities in relation to the model
1.3	Family Group Conferencing	200	2	1	2	Green	200	In place and being tracked
1.4	Family Based Placements	100	5	5	25	Red	-	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. Review of High Cost Placements underway, led by AD Social Care
1.5	Care Leavers - Semi Independent Living	25	5	5	25	Red	-	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	5	5	25	Red	-	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	5	5	25	Red	-	Project plan scheduled for full implementation by 2018/19
Subtotal (New MTFS)		1,437					200	
OLD MTFS (GREEN SAVINGS)								
1	Early Years - remodel Childrens Centres - review borough wide provision of childcare	150	5	5	25	Red	-	
3	Public Health - 5-19 - recommissioning of services with improved efficiency including school nursing and health visiting	376	1	1	1	Green	376	Achieved
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 steering group of members makes a final decision on its future having regard to all material considerations. This decision is expected in late summer 2017.
	Pendarren	220	5	5	25		-	
	New Model for Social Care Delivery	900	3	5		Amber/Green	148	There are a number of services where the viability going forward is unknown, ie Schools HR and CPD offer due to the closure of the PDC and uncertainty 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	5	20	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					1,288	

MTFS Savings - P2 - Adults

Appendix 3b

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
P2 - Adults								
2.1	Supported Housing Review	475	2	3	6	Amber/ Green	34	Work well underway to maximise use of voids for higher level need and to ensure users in the most cost effective options. Total £134k made up of £34k cashable and £100k non-cashable.
2.2	Osborne Grove	-	5	5	25	Red		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-commission there may be some savings possible.
2.3	Fees and charges review	199	5	5	25	Red	44	Implementation planned from 01 April 2017 but delayed until 01 December 2017 because of requirement for consultation and cabinet approval
2.4	Technology Improvement	750	2	5	10	Amber/ Green	185	Work is well underway, although there has been slippage. Total made up of £160k cashable plus £160k non-cashable savings through use of Assitive Technology, plus £100k non-cashable through Online information and self-assessment.
2.5	Market efficiencies	987	3	5	15	Red	200	Made up of - - £200k on LD day opportunities - £200k trusted provider arrangements for homecare - £100k volume discounts on residential/nursing placements - £21.5k ending MOW's subsidy - £136k DPS
2.6	New Models of Care				0			
Subtotal (New MTFS)		2,411					463	
OLD MTFS (GREEN SAVINGS)								
11	Closure of Haven and Grange	440	1	1	1	Amber/ Green	-	
12	LD Day Opportunities Redesign (LBH provision)	1,257	1	1	1	Amber/ Green	-	
15	Extra Care Provision	703	5	5	25	Red		
13	Supported Living Provision	1,083	5	5	25	Amber/ Green	52	£2.475m non-cashable savings through prevention/diversion of new packages
16	New Model for Care Management - increased integration with health and other agencies	970	-	-	0	Green	970	
14	Promoting Independence Reviews	63	3	5	15	Amber/ Red	1,433	Transformation and PIR reviews
TOTAL ADULTS		4,516					2,455	
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	1	1	1	Red	200	Savings Achieved
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	Savings Achieved
Total Public Health		883					883	
Subtotal (Old MTFS)		5,399					3,801	
Total		7,810					4,264	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
P3 - Cleaner and Safer								
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	
3.12	Move to Cashless Parking	150	3	5	15	Amber /Red	75	capital spend, approved by Transformation board
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)								
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	2	6	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	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
P4 - Growth & Employment								
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	5	25	Red	-	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	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable 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	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	PX - Enabling							
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	
6.10	Translation and Interpreting Service - new contract	41	1	1	1	Green	41	-
6.12	Communications - reduction in staffing	53	3	5	15	Amber /Red	-	
6.13	Income generation – Advertising and Sponsorship	15	1	1	1	Green	15	-
6.15	Insurance	152	1	1	1	Green	104	
	Subtotal (New MTFS)	612					511	
	OLD MTFS (GREEN SAVINGS)							
73d	Accounts Payable Restructure (Mark Rudd)	116	2	5	10	Amber /Green	58	
	Subtotal (Old MTFS)	116					58	
	Total	728					569	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
Corporate Savings								
6.8	Senior Management Savings	400	3	5	15	Amber/Red	117	Partial savings, plans are in place to achieve the remainder of the savings in-year
6.9	Alexandra House - Decant		4	2	8	Amber/Red	-	
6.14	Professional Development Centre	136	5	5	25	Red	-	It is unlikely that this saving can be achieved in this financial year.
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					167	
OLD MTFS (GREEN SAVINGS)								
74	BIP Commercial/ Organisation Wide: Barry Phelps	950	2	5	10	Amber/Green	-	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	5	15	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					167	

Proposed virements are set out in the following table.

Virements for Noting

Virements						
Period	Service/AD Area	Rev/ Cap	One-off	Permanent	Reason for budget changes	Description
2	Shared Service Centre	Revenue	250,700	250,700	Staffing restructure	Transfer of Procurement Compliance Staff from OPS to SSC
2	Children's	Revenue	334,600		Grant Allocation	Ministry of Justice Secure Remand Grant Allocation for 2017/18 Department of Education Staying Put Grant Allocation for 2017/18
2	Shared Service Centre	Revenue	2,171,800	2,171,800	Consolidation of Business Support into SSC	Consolidation of Business Support into SSC
2	Shared Service Centre	Revenue	266,400	266,400	Budget realignment	Realignment of HR staff budget between SSC and Transformation and Resources
2	Communications	Revenue	281,000	281,000	Consolidation of Communications budget	Consolidation of Communications budget
3	Shared Service Centre	Revenue	268,700	268,700	Realignment of Business Support budget	Realignment of Business Support budget
3	Housing and Growth	Revenue	1,015,270	835,270	Corporate Overhead Recharge adjustments	Adjustment to ALMO Management Fee for Housing Demand corporate overhead recharge
3	Housing and Growth	Revenue	3,180,550	3,180,550	Budget realignment	Realignment of Housing Demand budget
4	Adult Social Services	Revenue	260,000		Setting up North London Adult Social Care transformation group budget	Hosting of North London Adult Social Care transformation group, jointly funded by representative local authorities
4	Commercial and Operations	Revenue	11,771,664	11,771,664	Budget realignment	Realignment of Commercial & Operations budgets to new structure
5	Commissioning	Revenue	836,200	836,200	Budget realignment	Realignment of Early Year's Commissioning budgets
5	Children's	Revenue	948,689		In year budget realignment	Realignment of Woodside Children's Centre in year budget to reflect 17/18 funding allocation
5	Schools and Learning	Revenue	756,888		In year budget realignment	Realignment of Stonecroft Children's Centre in year budget to reflect 17/18 funding allocation
5	Children's	Revenue	1,067,232		In year budget realignment	Realignment of Triangle Children's Centre in year budget to reflect 17/18 funding allocation
5	Commissioning	Revenue	448,560	448,560	Budget realignment	Realignment of Corporate Overhead between Payments and Brokerage Teams
6	Communications	Revenue	548,700	548,700	Budget realignment	Realignment of Communications budget
5	Shared Service Centre	Revenue	1,241,637		Corporate Overhead Recharge adjustments	Transfer of FOI team in year overheads into SSC
5	Housing and Growth	Revenue	722,922	722,922	Budget realignment	Adjustment to ALMO Management Fee for Pay award and NI changes
5	Commercial & Operations	Revenue	1,165,597	1,165,597	Budget realignment	Realignment of Commercial & Operations budgets to new structure
5	Customer Services	Revenue	3,243,818	2,772,200	Budget realignment	Realignment of Customer Services budgets to reflect operational structure
5	Children's	Revenue	873,212		In year budget realignment	Realignment of Park Lane Children's Centre in year budget to reflect 17/18 funding allocation
6	Transformation & Resources	Revenue	640,000	640,000	Budget realignment	Re-alignment of Corporate IT Budgets to agreed service structure
			32,294,139	26,160,263		

Transfers from Reserves

Reserves						
Period	Service/AD Area	Rev/ Cap	One-off	Permanent	Reason for budget changes	Description
5	Children's	Revenue	388,205		Transfer from reserves	Transfer from reserves for Children's 16/17 carry forwards
5	Housing and Growth	Revenue	659,700		Transfer from reserves	Transfer from reserves for Haringey Development Vehicle
5	Regeneration	Revenue	552,500		Transfer from reserves	Transfer from reserves for Wood Green regeneration
5	Shared Service Centre	Revenue	261,310		Transfer from reserves	Transfer from reserve to fund Benefits project activities
6	Growth and Development	Revenue	787,900		Transfer from reserves	Transfer from reserves to fund economic growth related activities
			2,649,615	-		

Capital Virements for Approval

Period	Service / AD Area	Capital	Priority Group	Capital Scheme	Proposed Virement/ Adjustment (£'000)	Reason for budget change	Description of budget change
9	Regeneration, Planning & Development	Capital	4	467 - Contribution to Community Events & Public Space (THFC)	5,000	Upload of previously agreed budget	For the council contribution to the THFC public realm works
9	Regeneration, Planning & Development	Capital	4	465 - District Energy Network (DEN)	1,900	Upload of previously agreed budget	The budget previously agreed for the DEN project procurement and SPV establishment
9		Capital	6	699 - P6 - Approved Capital Programme Contingency	(2,008)	Realignment of the capital contingency budget	To allocate the approved capital programme contingency to priority budgets
9	Regeneration, Planning & Development	Capital	4	468 - Keston Road (Maya Angelou Contact Centre)	687		
9		Capital	4	450 - Winkfield Road	542		
9		Capital	4	446 - Alexandra Palace - Heritage	294		
9		Capital	4	438 - Vacant possession Civic Centre	294		
9	Commercial & Operations	Capital	3	313 - Active Life in Parks:	146		
9	Childrens	Capital	1	104 - Early years	45		
					6,900		

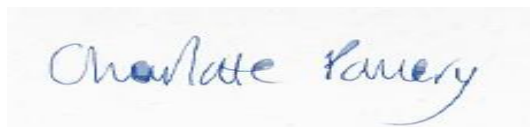
Capital Virement for Noting

6	Regeneration, Planning & Development	Capital	4	406 - Opportunity Investment Fund	1,269	Technical Budget Adjustment	Confirmation of GLA carry forward of OIF grant
6	Commercial & Operations	Capital	4	401 - Tottenham Hale Green Space	548	Technical Budget Adjustment	Budget adjustment to rectify an incorrect carry forward
6	Commercial & Operations	Capital	4	402 - Tottenham Hale Streets	210		
6	Commercial & Operations	Capital	4	411 - Tottenham High Rd & Bruce Grove Stn	11		
6	Regeneration, Planning & Development	Capital	3	309 - Local Implementation Plan(LIP)	(2,700)	Technical Budget Adjustment	Budget adjustment to rectify an incorrect SAP budget load
6	Transformation & Resources	Capital	6	699 - P6 - Approved Capital Programme Contingency	400	Technical Budget Adjustment	Budget adjustment to rectify an incorrect SAP budget load
6	Regeneration, Planning & Development	Capital	4	411 - Tott High Rd & Bruce Grove stn	(400)		
					(662)		
Net Total					6,238		

Report for: Overview and Scrutiny Committee: 21 November 2017

Item number: 10

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, 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 eighth 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 September 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.

3. Continued efforts to promote evidence based performance management, Transparency on outcomes and preparation for new Borough Plan.

- 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 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 review the evidence base and engage with partners to agree priorities for the new Borough Plan has started. This work will ensure outcome focused performance measures based on demand and evidence of need in Haringey. A large array of data both qualitative and quantitative will be considered looking at the outcomes we are seeking at an individual level and family level as well as at a place level. Intelligence will focus on what people need to thrive, conditions for a successful life and what is holding us back. Data will include assessment of progress against current Corporate Plan targets, demographic, financial, service strategies and trends overtime so the gaps we need to close are clear to improve prospects for all who live in Haringey.
- 3.4. A session with CLG colleagues to review the scale and scope of 'the gap' across key outcomes, inequality and change overtime has been held informed by intelligence on key themes. The aim of this session was to identify which groups are not achieving key outcomes across several areas and to consider the priority gaps and groups affected for the new Borough Plan. The insight will

continue to look at issues that have a cumulative impact on various sections of the community e.g. access to sustainable jobs, a fair wage and what makes strong resilient families with a level of financial and economic well-being that enables residents to achieve good outcomes. The Borough plan will use the evidence base and consider how the borough needs to change, focussing on closing gaps identified with an ambitious level of targets/outcomes for all our residents including the most vulnerable.

- 3.5. The above intelligence informed events are just the start of work around developing our objectives, priorities and goals for the new Borough Plan. In the mean time we continue to update and publish the dashboards on a quarterly basis so that they are accessible by Members and residents alike thus meeting transparency requirements.

4. Performance Overview (as at September 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 and progress, 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. Overall this eighth update of the dashboards shows progress against the objectives set out in the Corporate Plan 2015-2018 as we enter the last year of this Corporate Plan period. 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.

4.6. The following areas are showing good progress and performance as illustrated by the indicators below:

- Priority 1 (Objective 2) – **Foundation stage children with a Good Level of Development** is improving and on track to achieve the Corporate Plan target of 75% by 2018. Recently published data for 2017 shows that 73% of pupils who attend a Haringey Early Years setting achieved a Good Level of Development (GLD), compared to 70.7% nationally.
- Priority 1 (Objective 5) – **Overall school attendance** have seen an improvement in both primary and secondary schools in line with targets set in the Corporate Plan. For the autumn 2015 term Primary school attendance was 96.2% and Secondary 95.4%, moving above the latest London top quartile.
- Priority 2 (Objective 3) – **Non-elective admissions (NEAs) to hospital** actual numbers have reduced by 2.65% compared to the same period last year equating to 201 fewer admissions and putting us on track to deliver the BCF target reduction of 2.5%. The rate for non-elective admissions of 2642 per 100,000 population has also reduced by 3.9% compared to the same period last year. The rate is similar to that across London but remains slightly higher than the last published data for comparator boroughs. The trend so far this year is improving compared to last year where we were reporting a 1% increase in NEAs not achieving the 3% target reduction on this BCF measure in 2016/17.
- Priority 2 (Objective 1)- **Smoking prevalence in adults** is now lower than our comparator boroughs but still higher than London and England. Data from an annual population survey shows that smoking prevalence was at 17.7% compared to around 15% nationally and across London. Overall smoking prevalence is now at a 5-year low and has decreased by 4.2% from 2015 to 2016. The NHS forward 5-year target for smoking prevalence is 13% by 2020.
- Priority 3 (Objective 5) – **Burglary** latest data for the year to September 2017 shows there were 2,321 burglaries, a 4.4% reduction (-106) on the previous year whilst London has been seeing an increase. Haringey's rate of 8.3 per 1,000 population is consistently higher than London (8.06) but less than Tottenham's rate of 9.22 although Tottenham has also seen an 8% reduction in burglary numbers compared to last year. However, Haringey is forecast to achieve its March 2018 Corporate Plan target of 9.82

- Priority 3 (Objective 4) – **Referrals to MARAC where high risk cases of Domestic Violence are discussed.** In Q1 2017/18 Haringey MARAC heard 113 cases and made 113 risk-reduction plans. Safe Lives consider the Haringey MARAC should hear 410 cases per year (40 cases per 10,000 of the adult female population). In the last 12 months (July 2016 –June 2017) the Haringey MARAC has heard 393 cases (95.9% of the expected volume). Referrals were made from more than 7 different agencies in line with Safe Lives best practice as is the volume of referrals and repeat referrals.
 - Priority 4 (Objective 4) – **Small medium enterprises (SMEs) supported through low carbon interventions-** As of the start of 2017/18, there have been 132 SMEs supported, above target at this stage albeit that performance has slowed somewhat due to the end of the "Smart Business" project. The 2017/18 target of supporting 150 interventions is expected to be met with intensive work in Wood Green and on the commercial property portfolio.
 - Priority 4 (Objective 3) – **Construction/ Employment work-** 16 jobs achieved in Q1 2017/18, with the majority coming from Spurs bringing the cumulative total of secured jobs to 42 against a target of 100 by the end of 2017/18. Fit-out stage for Spurs to follow this year from which the majority of outputs will be delivered; this is currently delayed which has had an impact on Q1 performance. Apex House is also expected to deliver outputs. K10 are now in contract to deliver the Haringey Construction Employment Service.
 - Priority 5 (Objective 1) –**Gross Affordable Housing Delivery-**649 homes have been delivered to date, including 31 delivered directly by the council under Phase 1 of the small sites programme- 18 properties at affordable rent and 13 for shared ownership. Scheme monitoring shows 983 homes on named schemes are already on site and projected to complete before December 2017 with additional completions expected before the end of the financial year to ensure that 1,000 affordable homes will be delivered.
 - Priority 5 (Objective 2) **Homelessness preventions as a percentage of approaches and rough sleepers.** We continue to see increased levels of prevention resulting from work undertaken to reach households earlier including using the powers of the Deregulation Act, the flexible use of prevention funding and an increase in assured tenancies as an alternative to homelessness for households who cannot remain where they were. To date 40% of approaches have been prevented putting us on track to meet the corporate plan target.
 - A new indicator on **rough sleeping** has been added to the basket of outcome indicators for priority 5 in response to the increase in rough sleeping in the borough. 59 people were seen rough sleeping by outreach services in Quarter 1. This is an area where we want to see a reduction in rough sleeping but a target has yet to be agreed. Additional funding has been secured from DCLG and a rough sleeping monitoring officer has been appointed for 3 years.
- 4.7. Based on exceptions the following objectives may be worthy of further consideration as these present some current challenges:

- Priority 1 (Objective 5) **Reducing children's exclusions at secondary school.** There has been an increase in fixed term exclusions at secondary schools rising above the London average rate. The recently published 2015/16 figures show Haringey's rate at 10% of the school population with fixed term exclusions is significantly higher than the average figure for London (~7%) and further, the rate has increased from a rate of c8.5% in 2014/15.
- Priority 2 (Objective 4) – **Quality of Care Homes.** Haringey currently has 64% of its care homes rated as Good, and 0% rated as Outstanding by CQC, as at June 2017. This is significantly less than the National picture, where 78% of care homes are rated as Good and 1% as Outstanding. Haringey has seen no real movement over the last 18 months whilst both England and London have improved significantly. The proportion of care homes rated good or outstanding in London also stands at 78%.
- Priority 2 (Objective 4) – **Delayed Transfers of Care (DTC).** There was an increase in DTC delayed days between April and July 2017 of 2% but by August we have started to pull this back and the cumulative increase in the rate per 100k population in the year to date is now just 0.3% higher than the same period in 2016/17. Haringey have higher DTCs than the average for London and comparator boroughs and our target is to reduce the rate by 3.52% or to 3,080 delays. As we have not achieved this target, the status of this Better Care Fund measure is Amber Red.
- Priority 3 (Objective 2) – **Improved Street and Environmental Cleanliness, levels of litter**-The first Street Cleanliness monitoring results for this year (carried out by Keep Britain Tidy (KBT) instead of our own monitoring team) indicate a lower standard of cleanliness compared to last year (10% fails for litter compared to 5% on average across the year in 16/17) against a target of 97% of streets with acceptable levels of litter (3% fail rate). The main reasons for this are thought to be:
 1. The wards that formed part of the tranche 1 inspections -in line with the NI 195 sampling methodology –have this year contained the most historically challenging wards (c.50% of inspections were in Noel Park, Northumberland Park, and Woodside) and highlights the tranche to tranche variance in performance as a result of different wards being sampled.
 2. The poor scores hinged on a high level of B minus grades, i.e. 'borderline fail' grades, while the number of 'full fails' (grade C and below) were similar to what the previous in-house monitoring regime tended to produce. This suggests that KBT might employ a 'stricter' standard for borderline cases.
- More robust conclusions on the above can be drawn after the second tranche of inspections and our own continued in house monitoring. The next tranche of street inspections will be carried out by KBT in early November. It should also be noted that analysis of the complaints data over the past 12 months does not

reflect the lower (NI 195) standard of street cleanliness results with fewer complaints received in 2017/18 to date compared to 2016/17.

- Priority 4 (Objective 2) – **Increase earnings of the lowest 25 percentile.** The 2016 data shows that the lowest 25% earnings in Haringey has risen from £391.50 to £411.60 since 2014. Although the percentage gap between London and Haringey remains at 11% (target to reduce gap by 15% by 2018), the monetary gap has reduced only slightly from £49.30 to £48.70. The weekly median earnings of the lowest quartile in Haringey are now lower than they were in 2010, less than the London average and 4% less than our statistical neighbours.
- Priority 5 (Objective 3b) - **% of Homes for Haringey (HfH) homes that meet Decent Homes standards.** 79.85% of HfH homes were decent as at June 2017, after three years of slight increases but overall the percentage is not better than it was in 2010/11. Haringey was ranked at 27th lowest out of 29 authorities in London with social housing stock in terms of this measure with 14 London Boroughs having achieved 100% of their stock meeting the decent homes standard. Currently HfH have a 1-year works plan that was agreed in May and is running up to June 18 through which they expect to achieve the targeted 81% decency by the end of March. An additional £24.6m is due to be spent on Decent Homes work and approximately 600 additional homes are expected to be brought up to the Decent Homes standard.
- A new five-year investment plan for the borough's housing stock will be presented alongside the refreshed HRA Business plan. The Business plan is currently undergoing review to identify the different funding requirements in the short and medium term, such as the HfH management fee, regeneration initiatives, funding for fire safety and post Grenfell priorities, and the servicing of the HRA debt. A final version of this plan will be presented to Cabinet in January 2018 and a new five-year housing capital programme will be developed.

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 and Scrutiny Committee – 21 November 2017

Item number:

Title: Scrutiny Review on Street Sweeping

Report

authorised by: Cllr Tim 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 1.6 of the report.

7. Contribution to strategic outcomes

- 7.1 This review relates to Corporate Plan Priority 3 – “A clean, well maintained and safe borough where people are proud to live and work” – and Objective 2 within this: “To make our streets, parks and estates, clean, well maintained and safe.”

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 on good evidence, accord with good practice and are reasonable and rational.

Equality

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

- 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.

- 7.7 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.

- 7.8 The Committee 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.

- 7.9 The Committee 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

9. Use of Appendices

Appendix A: Draft report of Scrutiny Review on Street Sweeping.

10. Local Government (Access to Information) Act 1985

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Scrutiny Review: Street Sweeping

A Review by the Environment and Community Safety Scrutiny Panel

2017/18

Panel Membership	Cllr Tim Gallagher (Chair)
	Cllr Barbara Blake
	Cllr Bob Hare
	Cllr Clive Carter
	Cllr Makbule Gunes
	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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Haringey Practice and Performance	6.
Alternative Models of Service Provision	10.
Conclusions and Recommendations	17.
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Chair's Foreword

Keeping our streets clean is a key concern for Haringey residents and for many of them it is the one Council service that affects their quality of life on a daily basis. The Council has recognised this and has therefore made cleanliness one of its key priorities for the borough. However, the large reductions in funding that the Council receives from central government have forced it to make some very difficult decisions. These have included making savings from the amount of money spent on residential street sweeping by reducing its frequency from twice to once weekly.

There was a concern that standards of cleanliness would deteriorate following the implementation of these changes. With resources as limited as they currently are, it is crucial that the efficiency of the service is maximised. The Panel has therefore looked at how the changes have progressed since implementation to see if improvements can be made. It has found that although the reduction in the frequency of sweeping has made little difference in some areas of the borough, it has not worked everywhere.

Some residential streets will always require more sweeping than others. This is not only true of Haringey but common to most places and – as we heard during the review - a number of other local authorities have developed more flexible ways to deal with this. This has also been prompted, in many cases, by the need to become more efficient due to reduced budgets for street sweeping.

The Panel has carefully considered the current situation and what has worked well in other areas, particularly those with similar characteristics to Haringey. We feel that that *all* residential streets in the borough should enjoy high standards of cleanliness irrespective of where they are located. To achieve this will, by necessity, require the adoption of a more flexible approach to street cleaning, that can respond better to the varying demands of different locations. Residents can also play an important role in helping us improve cleanliness by bringing our attention to issues and providing feedback. We are therefore also keen that the Council work closely with resident organisations and involve them in future work to help keep the borough as clean as possible.



Councillor Tim Gallagher – Chair of Environment and Community Safety Scrutiny Panel

Recommendations:

1. That a flexible approach to residential street sweeping be adopted, underpinned by a guaranteed minimum level of cleanliness for all streets in the borough and that this be incorporated into an amended contract with Veolia.
2. That further engagement work be undertaken with residents to develop additional means for them to provide feedback on cleanliness and encourage them to report issues in their area
3. That the feasibility of extending the use of mechanical sweepers be explored further.

1. Background

- 1.1 The review was set up in response to concerns that were raised by some Members of the Council regarding the consistency of cleanliness across the borough following the reduction in the frequency that residential streets were swept from twice to once per week, which was implemented in January 2016.
- 1.2 The Overview and Scrutiny agreed at its meeting on 27 March that the Environment and Community Safety Scrutiny Panel would be asked to undertake a short in-depth review on the issue. This would consideration of the following issues:
- 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.

Terms of Reference

- 1.3 It was agreed that the terms of reference would be as follows:

“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.”

Sources of Evidence:

- 1.4 Sources of evidence were:
- Performance data, including resident satisfaction levels;
 - Interviews with key officers, stakeholders and resident groups; and
 - Information and data from other London boroughs, particularly those using different models of service.
- 1.5 A full list of all those who provided evidence is attached as Appendix A.

Membership

- 1.6 The membership of the Panel was as follows:

Councillors: Tim Gallagher (Chair), Barbara Blake, Bob Hare, Clive Carter, Makbule Gunes and Anne Stennett.

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

2. Haringey Practice and Performance

- 2.1 The changes to residential street sweeping were prompted by the need to save £70 million from the Council's budget for 2015-2018. Proposals on how this would be achieved were outlined in the Council's Medium Term Financial Strategy (MTFS). These included a cut of £2.8 million in the Integrated Waste Management Contract. The total value of the Integrated Management Contract with Veolia was £16.9m and this included £10.2 million for street cleansing.
- 2.2 The final decision to make changes to the service was taken in December 2015. Alternative options were considered and included the option of adopting a combination of litter picking and sweeping based on need. However, it was agreed to continue to have a standardised borough wide schedule but reduced to once per week, delivered over five days, for residential streets. This reduced frequency included Homes for Haringey property but did not include any reduction in frequency to town centres or main roads. It was envisaged that this would save £860,000.
- 2.3 This rationale behind the decision that was taken was that it provided a consistent approach, with the same service being provided for all wards. It was also simple to explain and provided an equal opportunity for all residents to prevent litter. It was nevertheless acknowledged that there was a risk of reduced cleanliness as well as not meeting the Council's target of being in the top quartile for performance in London.

Performance

- 2.4 Street cleansing performance is measured using the strategic performance indicator and former national indicator NI195 for litter, detritus, graffiti, and flyposting. NI195 scores are derived through randomly monitoring different areas across the borough in three tranches per year. Random sampling is used as it represents what a resident may expect to see. Not every ward will be included in every tranche of monitoring.
- 2.5 Each area is graded from A to D. Grade A means that an area has no issues whilst the worst affected areas will receive a Grade D. Grade B- is a part fail and anything Grade C or lower is a fail. The NI195 figure is based on the percentage of roads sampled that have failed and poor cleansing standards are reflected by a higher NI195 score. NI195 data will not show consistency of cleanliness nor necessarily be reflective of every area of the borough. It may also fluctuate due to which wards are randomly selected for each tranche. It nevertheless provides a general snapshot of borough wide performance.
- 2.6 Overall standards for litter and detritus remained high in both 2015-2016 and 2016-2017 (see Appendices 1 and 2) and stayed below the upper limit specified within the waste contract with Veolia. However, there was a spike in performance immediately following the implementation of the changes and a slight decrease in overall performance in the last year. The spike mainly affected the more challenging wards of the borough. Litter was 5% for both 2015-2016, compared to a contractual target of 7%. Detritus was also 5%, compared to a

contractual target of 11%. The first tranche of monitoring for 2017-18 has now taken place. The results are still being challenged and verified so it is not yet possible to draw conclusions about overall performance at this point.

- 2.7 There was a gradual increase in resident satisfaction with street cleansing from 44% in 2005 to 75% in 2015 but a decrease in 2016 to 62%. Despite the drop, this is nevertheless the second highest figure ever recorded. Litter nevertheless continues to be a major concern among Haringey residents and was considered to be one of the biggest local issues by 51% in 2016, 43% in 2015, and 28% in 2012/13. Such levels are to be expected and common to most local authorities. 67% of residents agreed public services were making the area cleaner and greener in 2016, compared to 70% in 2015.

Consistency

- 2.8 Notwithstanding the good overall standards, differences in cleanliness have been identified between different areas of the borough which support the concerns that were expressed about inconsistency. This was demonstrated by an analysis that was undertaken for the review on the variation between areas
- 2.9 The monitoring was limited as not every ward and every land type is monitored on every occasion but it nevertheless allowed comparison to be made between ward performance:
- Every ward has on at least one occasion since 2015/16 achieved a pass grade (i.e. Grade B+ or Grade B);
 - At least 12 wards have not achieved a Grade A for litter and 4 wards for detritus;
 - Most wards have received part fails for litter and detritus; and
 - 8 wards have not received a complete fail for litter and 7 wards for detritus.
- 2.10 Some wards are cleaner than others and remain clean for longer. Alexandra was the cleanest ward surveyed and poorer cleanliness scores are evident in Northumberland Park. Standards in some wards vary from year to year, for example Highgate and Crouch End, and some wards also show consistent mixed standards, for example Northumberland Park and Woodside. Not all wards were surveyed. The quality of ward performance data depends on the number of visits that have been taken and a higher number of monitoring visits provides more robust data.
- 2.11 Performance on detritus showed a similar picture to litter. There was a 5% score in 2015/16 and 3% score in 2016/17 against a contract target of 11%. However, as was the case with litter, there was clear variation in standards between wards:
- A grade A had never been scored in 4 of the 19 wards;
 - All 19 wards had achieved grades B+ and B during the time period;
 - Only one ward had never been graded with a part-fail (B-);
 - A complete fail grade (grade C, C-, D, D-) had not been awarded to 7 of the 19 wards; and
 - Only one ward had been awarded a grade D or below.

- 2.12 The Panel noted the view of Andrew Reidy from Veolia that some areas of the borough are not up to standard. Performance data appears to be strongly influenced by when streets were inspected. It was noted that 70% of inspections were not on the day that sweeping took place. Streets are unlikely to remain at Grade A for long but Grade B is still likely to look acceptable. Mr Reidy felt that what needed to be monitored was how long it took streets to deteriorate to the extent that they needed sweeping again but producing better data is likely to have resource implications. Veolia also do their own monitoring and this could be added in.
- 2.13 Individual borough performance data is no longer readily available as not all boroughs still use the NI195 measure. This means that it is not possible to monitor performance against Haringey's target to be in the top quartile for London by 2018. Performance can also be affected by a range of factors in addition to frequency such as housing density and planning use type so it is difficult to compare the performance achieved by the different models.
- 2.14 The Panel noted that, under the previous system where all residential streets were swept twice per week, some were being cleaned when there was no need. In such areas, the reduction in frequency has made very little difference.

Lessons from Homes for Haringey and Team Noel Park Pilot

- 2.15 The Panel heard about how the changes to the frequency of street sweeping impacted on the 20% of the borough's housing stock that are the responsibility of Homes for Haringey (HfH). Tenants receive an estate cleaning service via Veolia through the Council's integrated waste management contract. When the change to a weekly sweep was introduced, Homes for Haringey also agreed to change its sweep frequency in line with the wider contract.
- 2.16 Homes for Haringey undertake monitoring that is similar to the NI195 regime and which also offers tenant satisfaction feedback. It also has well established tenant engagement and feedback mechanisms. The Panel heard that the introduction of the changes coincided with a significant decrease in satisfaction levels. Homes for Haringey put in extra services to increase the sweep frequency in response to this. Following the reversion to twice weekly sweeps, tenant satisfaction levels recovered and estates have now been scored at 99.4% for litter and 100% for sweeping in recent monthly reports. The reversion by Homes for Haringey had had no impact on the achievement of savings by the Council.
- 2.17 The Team Noel Park pilot was set up with the aim of making Noel Park a cleaner and safer place and increasing satisfaction and pride in the area. Although success was achieved through residents being more engaged and having increased pride in the area, street cleansing/fly-tipping issues were even more entrenched and there were lower levels of satisfaction at the end of the pilot than at the start. It had been learnt that behaviour change took time and could not be achieved in a year.

- 2.18 The pilot also sought to strengthen community capacity and ownership of issues. The Panel noted that the project had demonstrated that behaviour change took time. It nevertheless had yielded some benefits. Stronger community links had been developed and resident satisfaction and engagement had increased. However, Noel Park still remained one of the areas of the borough with the greatest challenges around street cleansing and, in particular, fly-tipping.
- 2.19 The Panel noted that it is clear from the experience of Homes for Haringey tenants that greater investment can bring better results. The Noel Park pilot shows that some of the issues and behaviours around street cleansing are entrenched and require longer term strategies. This is particularly challenging where there is a high turnover in tenancies.

3. Alternative Models of Service Provision

Methods of Street Sweeping

- 3.1 A survey of London boroughs was undertaken for the review in order to determine the different methods of street sweeping that are most commonly used. This showed that:
- 13 boroughs run a “flat” schedule of sweeps across their borough, where all street are cleaned a set number of times;
 - 8 boroughs run a ‘needs’ based service, with the frequency of sweeps ranging from weekly to 12 weekly, according to need;
 - 3 maintain to a minimum grade standard This system included frequent inspections e.g. weekly. There is frequent litter picking and cleansing frequency was based on need; and
 - Two run a high frequency - near daily – sweep (Westminster and the City of London).
- 3.2 The bench-marking exercise showed that boroughs which operated the ‘needs’ based model supported this with additional litter picks and regular inspections of all areas in order to maintain standards. Brent operates a needs based system which states that no area should fall below Grade B-. There was still a schedule but this was based on footfall. However, it meant that some areas were being swept once every four weeks whilst others were swept three times per week. It effectively meant that areas in which people littered more got a better service.

Keep Britain Tidy

- 3.3 The Panel received evidence from Jonathan Gibbon from Keep Britain Tidy (KBT), who are currently working in the borough to assist with the monitoring of performance on litter. KBT was involved in the development of the NI195 methodologies with DEFRA and ran the Local Environmental Quality Survey of England on its behalf from 2001-2015. They have now entered into a partnership with Haringey to monitor performance based on NI195. The partnership has provided the added benefit of giving Haringey access to the KBT network of authorities, where it is possible to share best practice and experience.
- 3.4 Mr Gibbon stated that, up to a point, more frequent cleansing generally leads to higher standards of cleanliness. With reductions in funding though, it was a challenge to allocate limited resources to the right areas. The use of mechanical sweepers was one option that could be effective but they could be less effective in areas where there were a large number of obstructions. It was important to ensure that frequency of cleansing was correct and a flexible approach could assist with this.
- 3.5 He outlined the experience of a number of local authorities who were members of KBT’s network and had adopted a flexible approach to cleansing;
- **Pendle** operate on set routes but allow operatives to judge for themselves whether individual streets required sweeping. They had found that litter that was clearly evident was removed but operatives failed to sweep streets

which did not have much litter. This had resulted in an increase in detritus and weed growth. In response to this, Pendle had changed the frequency of sweeps to concentrate on areas of need. They had described their experience of moving to a flexible approach as mixed.

- **Camden** had adopted a more flexible approach to cleansing under their new contract with Veolia. Operatives followed a schedule but were now allowed to move past a street if it appeared to be clean. There was a tendency for operatives to stick to schedule and the new policy had not yet been fully implemented. Camden felt that it was too early to judge the effectiveness of their new approach.
- **Ashfield** had combined street cleansing and grounds maintenance. They had upskilled operatives and created area-based teams to do what needed to be done rather than just following route sheets. Some staff had taken to this very well and had built good links with community and in-depth knowledge of their area. However, other staff had required more direction. Ashfield had judged the changes to be generally successful. The new approach had started in 2011 and was still in operation.
- **Manchester** used a flexible approach in residential areas. This had allowed them to cover cleansing across the city with limited resources. They had reported no issues with resident perception to date and were happy to talk to any other authorities considering this approach.
- **Stockport** carried out mechanical sweeping and litter bin rounds at night. Streets were no longer cleaned merely so that the public could see someone cleaning them. They worked mainly to a 14 day scheduled service (7 days in some places) and teams attended to areas that needed cleaning. They felt that this allowed them to use limited resources as well as possible. NI195 monitoring had been retained and there was a target of 12% for litter and detritus. Resident perception had not yet been measured but there had been no mention of complaints so it appeared that the changes had been successful.

3.6 In summary, Mr Gibbon stated that flexible approaches still require a schedule and there is a need to offer some direction to staff. It was important when visually assessing the street for all issues to be considered e.g. detritus and weeds, and not just litter. There also appeared to be a need to consider the frequency of cleansing in each area as well as flexibility. Consideration could also be given as to whether to adopt a flexible approach in retail areas as well as residential. There was a tendency to revert to schedules amongst authorities who had switched to flexible systems. A number of other authorities were considering making similar changes. A more flexible approach required strong leadership and a response to residents that adjusted their expectations.

Case Studies

- 3.7 More detailed feedback from two of the local authorities referred to by KBT - Camden and Manchester - was obtained. The is included a visit to Camden to meet with officers to discuss their experience.

Case Study - London Borough of Camden

Camden previously worked to a schedule based street sweeping system, with frequency ranging from twice daily to a minimum of once weekly. In order to make savings of £3 million, Camden undertook a phased reduction in the frequency of sweeping between 2011 and 2014. The emphasis was on providing consistent and appropriate management of streets to keep them clean, rather than focussing on how often they were cleaned. A concentrated effort was also made to work with residents, businesses and visitors to stop them dropping litter in order to help mitigate the reduced spending. From 2015 onwards, different cleaning methodologies were trialled.

Their current system was finalised and implemented from 1 April 2017. The new system is outcome based and specifies that, on completion of any cleansing operations, Grade A standard should be achieved. In addition, all areas covered by the contract are required all times to be maintained to Grade B or above. There is flexibility on how this is achieved. There are still schedules but these can be changed according to the condition of streets. There are key outcome targets and penalties for the contractor if there is a failure to restore cleanliness levels within the specific rectification period. These are dependent on whether the area is classified high, medium or low priority. There are also penalties for failure to empty bins, which are required to be not more than 85% full.

In addition, Camden are now using more machinery than previously, including self-propelled street vacuums and washers. They also had a mobile response resource and were able to segregate clean recyclable material from non-recyclable litter.

The new system is still “bedding in” and it was felt that there was still some work that needed to be done on the south of the borough. Further work is also needed to be done to improve the monitoring information that was available on the condition of streets. They felt that it was important that there is good reporting so that the contractor can respond quickly when streets needed cleaning. The public are a key part of this.

The changes to street sweeping were part of a number of changes that were implemented from April, including changes to the frequency of refuse collections with approximately a third of streets moving to fortnightly collections. There had been some dips in performance in certain areas but it was too early to draw conclusions.

Further performance data is required before final conclusions can be drawn about whether the new system was meeting its objectives. However, there has not been any widespread criticism from residents regarding the new system. One particular advantage of the new scheme is that they are able to respond to reports of streets

needing cleaning from residents. Previously, they would normally have to wait until the street in question was scheduled to be cleaned again.

There has been some increase in complaints but it is not clear whether this is specifically due to the changes to the waste contract. Changes have also made so that it is easier to report problems and to complain, including the introduction of an app and it is possible that this could have led to the increase.

Veolia would shortly be taking over responsibility for taking calls from residents. In respect of the issues that they were experiencing in the south of the borough, it was hoped to rectify these shortly. The area in question (Holborn/Bloomsbury/Covent Garden) was very popular with tourists. There had been a constant street cleaning presence there before the changes and action was required to ensure that standards were maintained.

Performance data to date showed the following:

Comparison Table vs 2015/16

	Litter	Detritus	Fly-posting	Graffiti	Weed Growth	Staining	Recent Leaf & Blossom Fall	Fly-tipping
NI195-style results 17/18 T1 - Camden	4.03%	3.46%	2.64%	5.83%	5.65%	15.56%	2.22%	4.44%
NI195-style results 2016/17 - Camden	2.18%	2.53%	1.76%	3.89%	3.92%	10.28%	3.61%	3.01%
KBT Greater London benchmark 2015/16	4.76%	4.56%	1.17%	2.40%	3.94%	7.89%	5.12%	2.24%

Case Study – Manchester City Council

Manchester's waste contract always had an element of flexibility within it. However, the new waste contract with Biffa, which began from July 2015, explicitly included such an approach. All residential streets are required to be maintained to at least Grade B. District centres are cleaned every day and there is a constant presence in the city centre. There are penalties if the contractor fails to restore levels of cleanliness within a specified time. The Council has a small assurance function to ensure that performance was being achieved.

The flexibility is underpinned by schedules that reflect how often streets typically need to be cleaned. Cleanliness is not reliant on just responding to issues that are raised by residents. If streets are already clean, they are left. Follow up inspections are undertaken on the day of cleaning to ensure that standards are maintained.

Standards have not only been maintained but have improved since the new contract was implemented. NI 195 monitoring is still undertaken. The contractor has become more sophisticated in how it operates and in its scheduling. It was Biffa's responsibility to work out effective schedules and implement them. These have evolved over a period of time. Some areas of Manchester need far more street sweeping than others and the schedules have developed to reflect actual requirements.

Members had been nervous about the new approach but there had not been any noticeable increase in complaints from residents. The approach did not mean that some streets were neglected. All streets were inspected but they were only cleaned if they needed to be. The new arrangements required operatives to exercise a level of discretion but this was fairly limited in practice.

Feedback from Resident Organisations

- 3.8 The Panel heard from some representatives of resident associations. One had been involved in the Team Noel Park pilot project. The primary focus of this had been on fly tipping but he had hoped that it would also lead to greater co-operation between grounds maintenance and street sweeping. He was of the view that a model similar to that used in Ashfield would suit Haringey best as it was based on conferring with residents and involved an unscheduled approach. The condition of the pavements in Noel Park made street sweeping difficult. He did not feel that a lack of complaints was a useful performance indicator of performance as the majority of residents were unlikely to report poor sweeping on-line. Some areas of the borough were remarkably clean though.
- 3.9 Another resident stated that she felt that Hornsey was very clean but there were other people who did not share this view. It was likely that some parts of the borough needed sweeping more than others. In particular, wards in the east of the borough were more densely populated, had more young people and also had more people who were new to the borough. The frequency of street sweeping did not necessarily need to be specified completely.

Community Engagement

- 3.10 The Panel noted that there had been an "environmental champions" scheme within the borough but this had fizzled out. It had nevertheless been a worthwhile scheme and would be worth re-visiting. A resident representative commented there were already groups in existence that could be used to promote cleanliness, such as neighbourhood watch and resident associations. Engagement and information sharing could make a difference as attention could be drawn to problems at an early stage. Mr Gibbon reported that environmental

champion schemes could be effective. Lambeth had a scheme called Community Freshview, which involved residents in improving the local environment by tidying and brightening up the area. This included installing planter boxes where fly tipping had taken place.

- 3.11 Resident representatives felt that access to information regarding littering would help to motivate residents to address the issues. The Panel noted that a range of performance information, including some relating to littering, was available on the Council's website.

Association of London Cleansing Officers

- 3.12 The Panel received evidence from Stephen Didsbury, the Head of Waste and Public Protection at the London Borough of Bexley and secretary of the Association of London Cleansing Officers. He provided a case study of the approach followed by Bexley but stated that this would not necessarily be effective in Haringey. Bexley had been required to make similar savings to those made by other local authorities and these had made changes to their cleansing services necessary. Mitigations had been introduced in order to reduce their impact.
- 3.13 Bexley is a fairly densely populated area, with a population of around 250,000 and approximately 100,000 households. A lot of litter is generated by shopping centres and therefore close attention is given to them. The main shopping streets are cleaned daily before 8:00 a.m. and, in addition, particular attention was also give to the first 100 metres of residential roads leading off these. If litter can be contained within these areas, other residential streets can be cleaned less frequently. The Panel noted that the first 50 metres of side roads off of main shopping streets received similar attention in Haringey.
- 3.14 The budget for the service in Bexley is just below £3 million. Roughly one third of this is spent on shopping centres. There is an emergency response team to respond when cleansing was required urgently. Residential streets are swept every three weeks but consideration is now being given to a more frequent service as some streets are beginning to look dirty just before they are were due to be cleaned again. There had also been reduced frequency in grass cutting but it was found that litter was getting stuck in the longer grass so this change had been suspended.
- 3.15 Littering is a criminal offence and therefore needed to be treated as one. As part of Bexley's current enforcement policy, Kingdom had been commissioned and had now issued over 4000 Fixed Penalty Notices since October 2016. There was a payment rate of approximately 75%. There has also been over 150 successful prosecutions, with £50,000 of fines and costs. It was likely that the amount raised by fines would diminish in time as awareness of the enforcement action spread.
- 3.16 He reported that mechanical sweepers are now heavily used and these tend to do a better job than manual sweeping. They produce straight edges, which look cleaner. 75% of cleansing staff are now drivers. This approach contrasted with

neighbouring Greenwich, who had three times as many staff but no equipment. Such an approach would not necessarily work in Haringey. In particular, heavier mechanical sweepers cannot be used where pavements were uneven.

- 3.17 Bexley had also introduced Community Litter Picking, which aims to bring community resources to help address litter. As part of this, groups of residents have assisted with litter picking. This had been used mostly in areas used for recreation and on grass verges. It was thought that people were less likely to litter if they can see their neighbours assisting in keeping the neighbourhood clean.
- 3.18 There is a programme in schools to promote recycling and this had been extended to include littering. The schools programme had started in June 2017. In first 6 weeks, there had been the following as part of this:
- 22 Litter picking activity sessions, with the litter collected sorted into waste and recycling to help the recycling message; and
 - 17 Litter school assemblies, with over 3000 schoolchildren reached and littering messages taken back to parents.
- 3.19 Mr Didsbury felt that the three weekly frequency of residential street sweeping generally worked well although streets to the north of the borough could start to look dirty towards the end of the period. There are two litter patrols though and these visit some roads half way through the period. There are also two mobile response teams to deal with emergencies. A lower level of frequency had been considered but it was felt that this might cause problems. Whilst it seemed to work in Bexley, he felt that only sweeping every three weeks would probably not work in Haringey due to its greater density. NI195 monitoring was no longer undertaken by Bexley but complaint levels were monitored and the number of these that related to street sweeping had dropped by 20%.
- 3.20 Mr Didsbury commented that the street sweeping that was undertaken was very intense and streets therefore took longer to deteriorate. At one stage, intermediate litter picking had been removed but this had not been successful. There had recently been a change of leadership within the Council and street cleansing was now assuming a higher level of priority.
- 3.21 The Panel noted that Haringey had commissioned an education and outreach function from Veolia but this had been scaled back due to the need to make savings. Education was effective but it could take time before the benefits were realised. Technology could now be used to get the message through. The Council was keen to maintain the outreach function and this would be discussed with Veolia. It was noted that needs or outcome based models could bring flexibility but required a robust level of monitoring. However, both flat schedule and needs or outcome based models tended to be hybrids of each in practice.
- 3.22 Haringey also has a mobile response team to deal with any emergencies although this is not as developed as Bexley's. It was likely that a flexible system could be structured so that there was also a minimum level of sweeps.

4. Conclusions and Recommendations

- 4.1 The reduction in the frequency of residential street sweeping from twice to once weekly has made little difference in some areas of the borough but it has not worked everywhere. Monitoring undertaken as part of the review has shown that there is a lack of consistency in cleanliness, with some wards staying cleaner for longer than others. The Panel also noted the view of Mr Reidy Veolia that some areas of the borough are not up to standard.
- 4.2 There are reduced resources for residential street cleansing and it therefore makes sense for them to be used where the need is greatest. The Panel feels that there should be a high standard of cleanliness across the borough, irrespective of location. The fact that some residential streets require more sweeping than others cannot be ignored. This phenomenon is not unique to Haringey and it is common to virtually all local authority areas. It is not possible to provide a consistent level of cleanliness across the borough without sweeping some streets more than others. Whilst residents will arguably not be receiving an equitable level of service in such circumstances, they will nevertheless be receiving an equitable level of outcome provided all streets are kept to a similar level of cleanliness.
- 4.3 The Panel therefore feels that a greater degree of flexibility needs to be built into the street sweeping contract. Such an approach will provide greater scope to respond effectively to the varying demands of different areas of the borough. This should nevertheless be underpinned by a minimum level of cleanliness that all residents should be entitled to expect. It notes that both Camden and Brent's contracts requires that a minimum level of Grade B should be maintained for all streets by the contractor, with penalties for failing to restore levels of cleanliness within a specified period of time. Camden's contract also specifies that all streets should be cleaned to a Grade A standard. It recommends that a similar approach be adopted in Haringey.

Recommendation:

That a flexible approach to residential street sweeping be adopted, underpinned by a guaranteed minimum level of cleanliness for all streets in the borough and that this be incorporated into an amended contract with Veolia.

- 4.4 One of the reasons behind the adoption of the current once per week street sweeping system was that it provided an equal opportunity for all residents to prevent litter. It was therefore at least partially based on bringing about behaviour change and involving residents. The Panel strongly supports such efforts. However, the evidence from the Team Noel Park pilot and the experience of other boroughs is that such initiatives take time to deliver benefits and are very much long terms options. However, engagement of the public should be an essential part of a more flexible approach to street sweeping and, in particular, could provide a valuable additional source of intelligence regarding the cleanliness of streets.
- 4.5 The Panel has noted the importance of effective monitoring in ensuring that contractual standards are met. There are now considered to be sufficient

resources in-house to provide the level of monitoring that may be required by a more flexible system of street sweeping. Resources are nevertheless limited and, in such circumstances, the Panel would recommend that engagement be undertaken with resident organisations with a view to finding ways in which they may also be able to contribute feedback on cleanliness in their area and therefore supplement the Council's performance information. In addition, further work should be undertaken to encourage more residents to report issues in their area. One of the advantages of an outcome based system of street sweeping is that it is easier to respond positively to such reports of streets that require sweeping.

Recommendation:

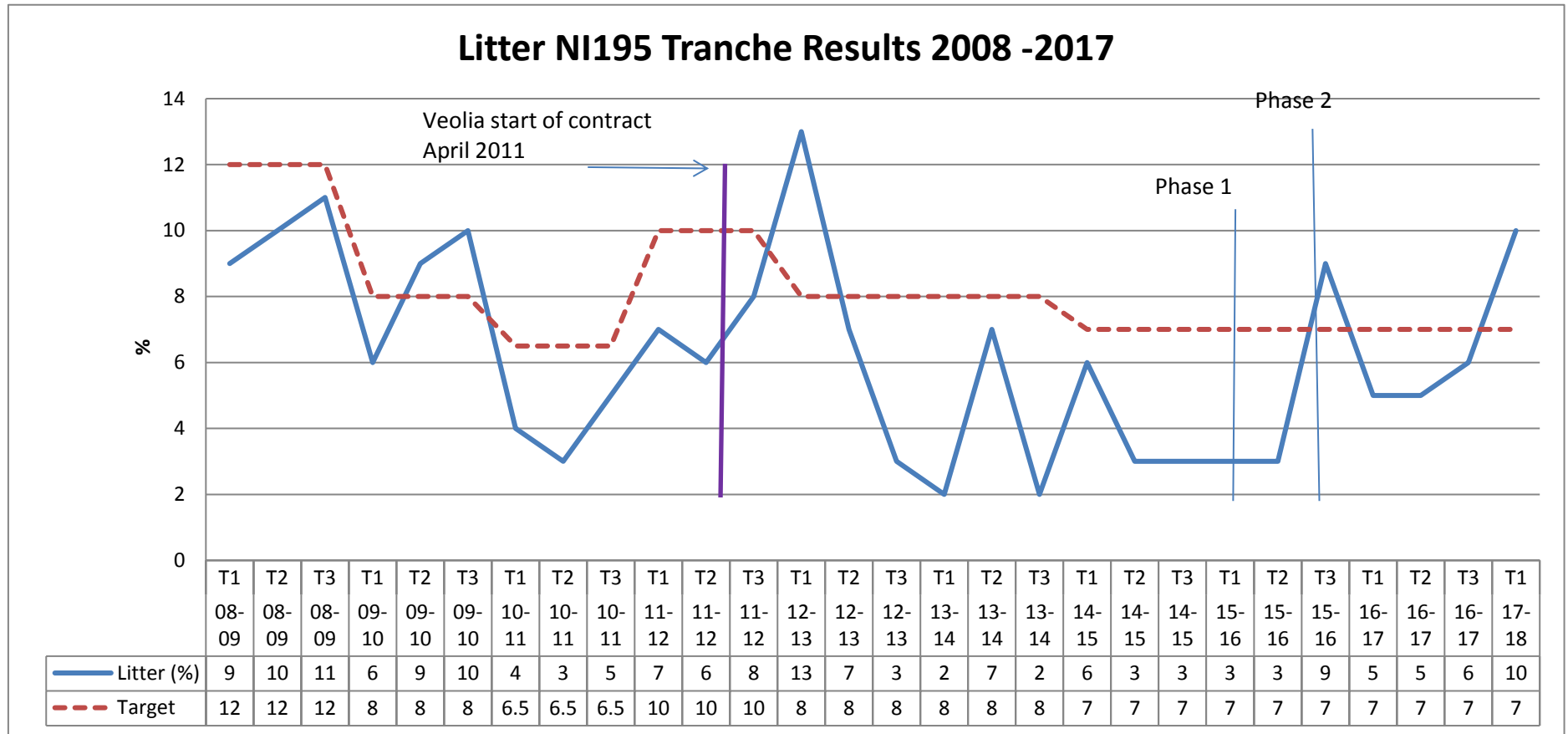
That, further engagement work be undertaken with residents to develop additional means for them to provide feedback on cleanliness and encourage them to report issues in their area

- 4.6 Both Camden and Bexley are increasingly using more mechanised means of sweeping. Mr Didsbury commented on their effectiveness in improving the appearance of cleanliness in an area. The Panel also noted that Haringey officers were interested in providing a more mechanised service. However, Haringey's streets are different to Bexley and a number would not be suited to mechanical cleansing due to their condition. The Panel would nevertheless recommend that the feasibility of extending the use of mechanical sweepers be explored further.

Recommendation:

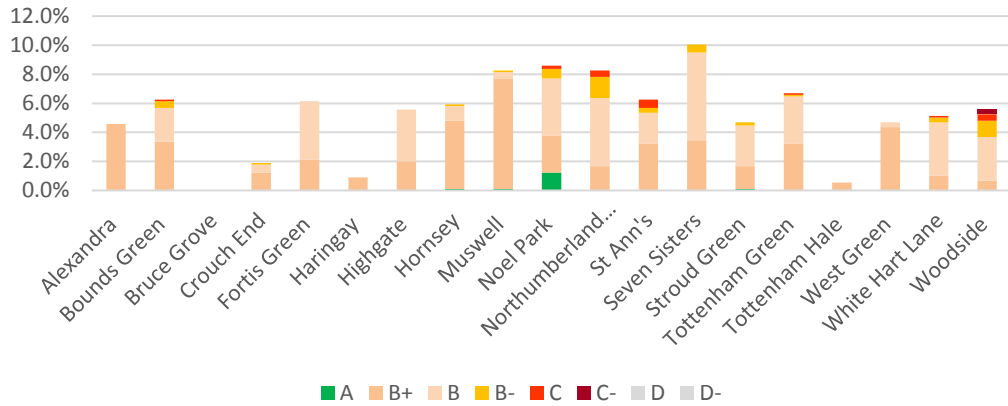
That the feasibility of extending the use of mechanical sweepers be explored further.

Appendix 1: Street cleansing performance between 2015/16 to present

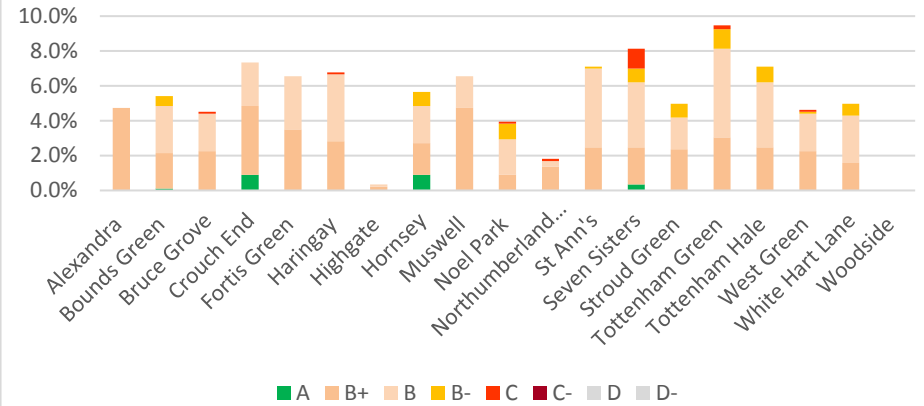


Appendix 2: Performance by Ward for Litter and Detritus

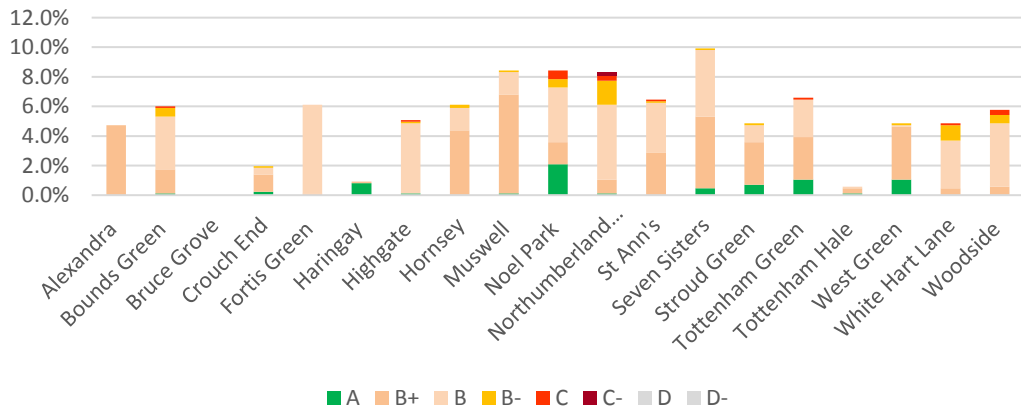
2015-2016 Litter



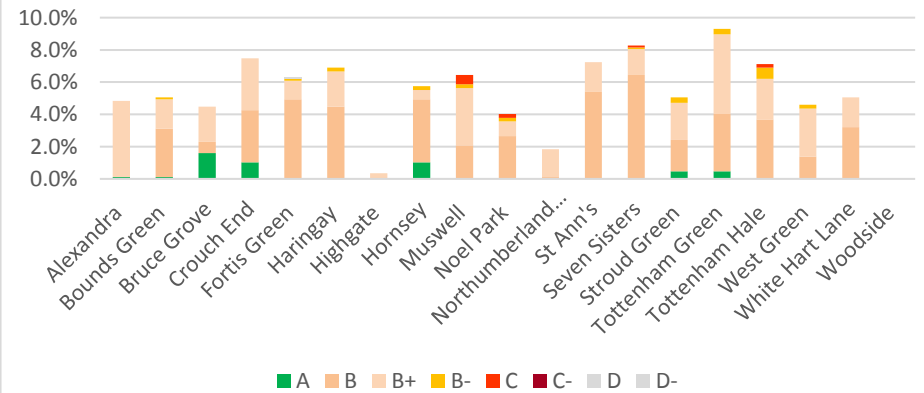
2016 - 2017 Litter



2015-2016 Detritus



2016-2017 Detritus



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Report for: Overview and Scrutiny Committee, 21 November 2017

Title: Overview and Scrutiny Work Programme update

Report authorised by: Michael Kay, Democratic Services and Scrutiny Manager

Lead Officer: Philip Slawther, Principal Committee Coordinator
Tel: 020 8489 2957, Email: philip.slawther2@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, 4 & 5.

(b) Notes a verbal update, concerning the Care Home Commissioning Scrutiny Project, from the Chair of the Adults and Health Scrutiny Panel.

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.

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 Equality Act (2010) to have due regard to the need to:
- 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.
- 6.7 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.

- 6.8 The Committee should ensure that it addresses these duties by considering them during 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.
- 6.9 The Committee 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

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: Environment and Community Safety Scrutiny Panel Work Programme 2017/18
Appendix 5: Housing and Regeneration Scrutiny Panel Work Programme 2017/18

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.

**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
	Budget setting process	To set out the budget scrutiny process and context for the remainder of the year	Chief Finance 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
	OSC review of Fire Safety in High-Rise Buildings	Consider, finalise and agree recommendations for submission to Cabinet	Scrutiny officer
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	Consider, finalise and agree Panel's recommendations for submission to	Chair, CYPSP

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
	for Refugee Children	Cabinet	
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

Adults and Health Scrutiny Panel – Work Programme 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

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

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
16 November 2017	Budget Monitoring	<p>An update on the financial performance of P2 Services (Adults Social Care, Commissioning & Public Health)</p> <p>Short covering report with further information provided via PowerPoint (attached to the report) on “the budget build”, “the strategy” etc.</p>	<p>Cllr Arthur, Cabinet Member Finance and Health</p> <p>Cllr Vanier, Cabinet Member Adult Social Care and Culture</p> <p>Beverley Tarka, Director Adult Social Services</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p> <p>Charlotte Pomery, AD Commissioning</p> <p>Paul Deeney, Business Partner</p> <p>John Everson, AD, Adult Social Services</p>
14 December 2017	Budget Scrutiny	Scrutiny of P2 Budget Proposals	<p>Cllr Arthur, Cabinet Member for Finance and Health</p> <p>Cllr Vanier, Cabinet Member for Adult Social Care and Culture</p>
8 February	Care Home	Update Item – timing / scope of item TBC	Charlotte Pomery,

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
2018	Commissioning – NCL Update	based on Panel’s project work	AD Commissioning
	Adult Safeguarding	<p>Following scrutiny work undertaken over the last couple of years it is likely KLOE for this meeting will focus on “<i>what does good look like for an adult at risk?</i>”</p> <p>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.</p>	
	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 Gloria Dowling, 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 Helen Constantine Strategic Lead -

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
		<p>The items above will need to ensure that the actions / issues arising from the meeting on 1 December 2016 are addressed.</p> <p>This meeting also gives an opportunity to discuss performance information outlined via the P2 Dashboard (Objective 5) – http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together/p2</p>	<p>Governance and Improvement Service</p>
<p>8 March 2018</p>	<p>Community Wellbeing Framework</p>	<p>As discussed in March 2017 an update on the framework will be considered by the Panel in March 2018</p>	<p>Dr Tamara Djuretic, AD, Public Health</p>
	<p>NCL JHOSC Update</p>	<p>Verbal update from the Chair on work being led by the NCL JHOSC</p>	<p>Cllr Connor</p>
	<p>Physical Activity for Older People</p>	<p>Monitoring of previous recommendations following Cabinet's response in June 2017</p>	<p>Dr. Jeanelle de Gruchy Director of Public Health</p>
	<p>Cabinet Member Q&A</p>	<p>Review of the year</p>	<p>Cllr Arthur, Cabinet Member, Finance and Health</p> <p>Cllr Vanier, Cabinet Member for Adult Social Care and Culture</p>

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.

Children and Young People's Scrutiny Panel Work Programme 2017-18

<p>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.</p>		
Project	Comments	Priority
<p>Support for Refugee children</p>	<p>The review will consider the support that is available for refugee children arriving in Haringey, including:</p> <ul style="list-style-type: none"> • 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. 	<p>1.</p>
<p>Restorative Justice</p>	<p>It is proposed that the review focus on the following areas:</p> <ul style="list-style-type: none"> • 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. <p>Proposals are currently in the process of being developed by both the Youth Justice Board and the Early Help Partnership to extend 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</p>	<p>2.</p>

	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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	

	<ul style="list-style-type: none"> • Cabinet Member Questions • Chair of LSCB & Annual Report
18 December 2017	<ul style="list-style-type: none"> • Budget scrutiny
8 March 2018	<ul style="list-style-type: none"> • 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

Environment and Community Safety Scrutiny Panel Work Programme 2017-18

**Environment and Community Safety Scrutiny Panel
Work Plan 2017-18**

A. Projects	
1. Street sweeping	<p>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;</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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</p>

	cleanliness of residential streets across the borough in order to achieve greater level of equality of outcome.”
2. Parks	<p>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.</p> <p>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</p> <p>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</p> <p>It is proposed that the review focus on;</p> <ul style="list-style-type: none"> • 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.

B. "One-off" Items:	
Date of meeting	Potential Items
26 June 2017	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Crime Performance Statistics - Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; and ○ 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.

Appendix 4

21 December 2017	<ul style="list-style-type: none">• Budget Scrutiny• Charges for Replacement Bins and Collection of Green Waste and Bulky Items
31 January 2018	<ul style="list-style-type: none">• Cabinet Member Q&A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.• Waste, recycling and street cleansing data• Team Noel Park Pilot• Transport Strategy• Update on implementation of recommendations of Scrutiny Review on Cycling
15 March 2018	<ul style="list-style-type: none">• Cabinet Member Q&A – Communities; To question the Cabinet Member for Communities on current issues and plans arising from his portfolio.

Housing and Regeneration Scrutiny Panel – Work Programme 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

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
	Social Housing Scrutiny Project – Draft Report	To consider the Panel's draft report and recommendations.	Christian Scade, Principal Scrutiny Officer
	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 (scope TBC)
- CIL issues – for further discussion with the AD for Planning

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
- The scoping document, and terms of reference, for this review was agreed by OSC in October 2017.

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