

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

**Monday, 26th March, 2018, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

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

Co-optees/Non Voting Members: Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member - Church Representative (CofE)) 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 approve the minutes of the meeting on 29th January 2018 and the special meeting on 1st March 2018.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 11 - 24)

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

Environment and Community Safety Scrutiny Panel – 31st January 2018
Adults and Health – 8th February 2018.

8. Q3 BUDGET MONITORING (PAGES 25 - 48)

9. FINSBURY PARK EVENTS UPDATE (PAGES 49 - 66)

10. PERFORMANCE UPDATE (PAGES 67 - 76)

11. SCRUTINY REVIEW OF SOCIAL HOUSING (PAGES 77 - 114)

12. SCRUTINY REVIEW ON PARKS (PAGES 115 - 148)

- 13. SCRUTINY REVIEW ON SUPPORT TO CHILDREN FROM REFUGEE FAMILIES (PAGES 149 - 184)**
- 14. SCRUTINY REVIEW ON RESTORATIVE JUSTICE**
To follow.
- 15. SCRUTINY REVIEW ON CARE HOMES**
To follow.
- 16. WORK PROGRAMME UPDATE (PAGES 185 - 210)**
- 17. NEW ITEMS OF URGENT BUSINESS**
- 18. FUTURE MEETINGS**

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, 19 March 2018

This page is intentionally left blank

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 29TH JANUARY, 2018, 19:00

PRESENT:

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

Also Present: Yvonne Denny.

49. FILMING AT MEETINGS

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

50. APOLOGIES FOR ABSENCE

There were no apologies for absence.

51. URGENT BUSINESS

There were no items of urgent business.

52. DECLARATIONS OF INTEREST

There were no declarations of interest.

53. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no deputations, petitions, presentations or questions received.

54. MINUTES

The minutes of the meeting on 11th January were agreed as an accurate record.

55. MINUTES OF SCRUTINY PANEL MEETINGS

The minutes of the following scrutiny panel meetings were agreed as an accurate record: Children and Young People Scrutiny Panel on 18 December 2017; Environment and Community Safety on 21 December 2017; Adults & Health Scrutiny Panel on 14 December 2017 and Housing and Regeneration Scrutiny Panel on 19 December.

56. TREASURY MANAGEMENT STRATEGY STATEMENT 2018/19 - 2020/21

The Committee considered the Treasury Management Strategy Statement 2018/19 - 2020/21. Thomas Skeen, Head of Pensions introduced the report; OSC was requested to scrutinise and make comments prior to its submission to Corporate Committee and then Full Council for final approval. The following points were raised in discussion of the report.

- The Committee sought assurances around the operational boundary, and whether the current level of headroom was reasonable.
- The Committee sought clarification on cash flow levels and sought assurances that the Council had suitable cash flow available.
- The Committee sought assurances on revenue reserve levels, and whether there was enough flexibility to cover investment losses, should these occur.
- The Committee questioned existing debt levels of £346m and the revenue costs of servicing this debt.
- The Committee queried whether the authority was overly prudent in keeping its overall borrowing levels relatively low and questioned what the implications were of borrowing more.
- The Committee also queried what the Council's liquidity levels were. In response, officers advised that the bottom line was £10m, as this figure was mandated by the EU Markets in Financial Instruments Directive. The Committee also noted that in general, liquidity levels were subject to in-month fluctuations.
- Clarification was sought on the cost associated with servicing debt, it was agreed these would be circulated outside of the meeting. **(Action: Thomas Skeen).**
- The Chair of the Children and Young People's Panel sought assurances of the Council's ethical investment as part of its treasury/pension strategy. In response, officers advised that the investments strategies for the pension fund and for treasury management purposes differed significantly due to the timescales involved in managing these investments. The Committee noted that the pension fund's investments covered a far longer period, whereas the Council's treasury investments were done with liquidity and access to funds over the short term in mind.
- The Committee sought assurances around what the governance arrangements for the TMSS were, and what would happen if there was a change in capital requirements. In response, officers advised that the TMSS was agreed by Full Council every year and that any changes in capital requirements would have to be assessed to see if they were within the existing operational and authorisation limits of the current strategy.

The Following comments were agreed by OSC to be passed on to Corporate Committee for their consideration:

- The Committee requested that information regarding the revenue implications of capital decisions be passed on to Corporate Committee and shared with OSC. **(Action: Thomas Skeen).**

** Clerks Note – revenue implications set out in below table**

	2018/19	2019/20	2020/21
<i>Interest Costs Projected</i>	16,161,883	16,767,157	16,234,918

- The Committee commented that commented that the TMSS was ‘cautious, but safe’.
- The Committee requested that the half yearly treasury performance update report also be presented to Overview and Scrutiny, this report includes information about capital delivery, and was normally presented to the corporate committee. **(Action: Thomas Skeen/Clerk).**
- The Committee noted that capital expenditure should be monitored closely, as investment in capital can help to keep revenue costs down.

57. BUDGET SCRUTINY RECOMMENDATIONS

The Cabinet Member for Finance and Health introduced the Budget Scrutiny Recommendations report.

The Committee were asked to agree a series of recommendations on the budget and MTFS, following their review by the individual scrutiny panels. The final recommendations from OSC would then be taken to Cabinet for consideration along with the final MTFS proposals which would then be put to Council on 26 February for approval. In response to the discussion of the report the following points were noted:

- a. In response to a query around the number of properties in the borough that were in council tax bands G & H, officers advised that it was around 5500 which was about 5%. The Committee raised a further question around whether using differential council tax rates to subsidise council tax benefit was legal. In response, the Cabinet Member advised that he thought that it would be legal depending on how that change was implemented; such as the introduction of different categories within band levels. However, it was suggested that this would create additional administrative costs and that this was likely to be opposed by the current government.
- b. In response to a question, officers confirmed that the implementation of 3% increase in social care precepts would prevent the authority from increasing it the following year. The Cabinet Member advised that there was no information currently available from the government about the long-term possibilities of implementing a year-on-year increase.
- c. In response to a question around the General Fund reserves level, the Cabinet Member advised that the figure was around £14m in April 2017 and that this was impacted by the agreed use of £8.8m of reserves in the MTFS. However, this reduction was offset by a surplus in council tax collections of around £6m

- which resulted in General Fund reserve of around £12m. It was anticipated that reserves would be around £15m at the beginning of the financial year.
- d. In response to a query around the impact of employing agency staff on the overspend within the Children's Services budget, the Cabinet Member advised that an improved recruitment and retention package had been implemented to make Haringey a more attractive place to work. However, it was still necessary to employ agency staff to fill gaps in the provision of a statutory service.
 - e. The Cabinet Member advised that the costs from adoption and fostering services were monitored regularly by Cabinet.
 - f. In response to a question around the new models of care saving, the Cabinet Member acknowledged that there was more work to do to achieve the £1m saving, and that the saving proposal was likely to involve some degree of shared service provision.
 - g. In response to a query around the total saving position within P2, officers advised that the MTFS set out an agreed saving of £2.4m for 2018/19, which reflected an agreed reduction of around £800k from 2017/18. In addition, there was a carried forward budget pressure of around £3.5m for 2018/19 which would also need to be met. The Committee noted that the savings outlined related to the £2.4m saving. The Cabinet Member advised that the additional budget pressures were not carried over evenly and that for instance a decision had been taken to close Osbourne Grove.
 - h. The Committee sought reassurance around Adult Services' ability to make the required savings given the nature of the demand-led pressures on that service. In response, officers acknowledged that the P2 transformation programme was predicated on managing demand and that pages 134-135 of the agenda pack set out the interventions currently in place, as well as the likelihood and risks of managing demand on those services to a net neutral position. The Cabinet Member advised that the authority would look to hold a corporate resilience reserve, in order to mitigate some of these risks.
 - i. Yvonne Denny raised concerns about people with acute mental health needs being rehoused in a community setting and outlined residents' experiences of this; including dealing with abusive and violent behaviour. The Committee was advised that residents were having significant trouble contacting BEH MHT to report concerns. In particular, the given contact number to report information was going unanswered. Yvonne Denny urged the Committee to ensure that there was adequate support available within the community care setting. It was also suggested that there was a general lack of provision of mental health services within the South Tottenham area. In response, the Cabinet Member acknowledged the concerns outlined above and advised that he was due to meet with HfH and Registered Social Landlords to discuss this issue. The Cabinet Member also advised that the MTFS contained additional investment into P2 transformational activities including supported living.
 - j. Cllr Connor advised that the Adults & Health Scrutiny Panel would be monitoring the changes to adult day care provision going forwards. **(Action: Cllr Connor/Clerk).**
 - k. The Director of Adult Social Services advised that under the Care Act 2014, the local authority had ultimate responsibility for dealing with immediate situations and urged that future instances be reported directly to Adult Social Services through the First Response team.

- l. Cllr Hearn suggested that there was a significant piece of work that could be undertaken by OSC in the next administration around the impact of funding changes to local authority services, particularly in terms of health and social care. **(Action: Cllr Hearn/Clerk).**
- m. In response to a question on the net saving position from closure of Osbourne Grove, it was noted that the revenue budget was £1m, however there was an over spend of over £1m on that budget. The cost of re-provision for those clients currently residing at Osbourne Grove was around £900k, leaving a net position of around £1.1m.
- n. The Chair of the Children and Young People Panel advised that the panel had not put forward any new savings. The savings within P3 were agreed last year but were being realised in the coming financial year. The Committee were advised that the panel had concerns about the cumulative impact of some of those savings and in particular the impact it could have on fly-tipping and a reduction in recycling levels.
- o. In response to a request to explore concessionary rates in regards to green waste charges, the Cabinet Member agreed that he would look into it as part of the fees and charges setting process. **(Action: Cllr Arthur).**
- p. The Chair of the Housing and Regeneration Scrutiny Panel raised concerns with the level of consultancy spend in Priorities 4 & 5. It was suggested that the saving proposal of a £50k reduction was quite modest in relation to the current in-year spend figure of around £700k.
- q. In relation to a question about the likely number of job losses as a result of the savings proposals put forward as part of Priority X, officers advised that it was estimated that there would be a reduction of around 70-100 over the whole period of the MTFS. However, officers advised that a number of these roles would relate to contractors and that there would also be significant savings from a reduction in licence costs.

The Committee agreed that the following recommendations should be put to Cabinet in relation to budget scrutiny:

Cross cutting issues

- 1. Cabinet to examine how the Council could ensure that meaningful consultation was undertaken in response to the budget setting process.
- 2. Cabinet to regularly monitor progress on achievement of savings, and report regularly on budget, including achievement of savings, projections; risk; and mitigation.
- 3. Cabinet Members and priority leads, as appropriate, should report to their scrutiny panels, starting in October on: financial performance against budget, risks and mitigation plans, alongside regular reporting on overall priority performance. In addition, it was requested that quarterly briefing prepared for all panel chairs on priority performance, budget, risks and mitigation.
- 4. The Cabinet Member for Finance to report to OSC on overall progress against budget, risks and mitigation.

Priority 1

5. That there be meaningful consultation with staff, users and communities to ensure services were delivered effectively, including where savings were required.
6. That Cabinet explore methods of bringing services back-in house, where it was financially viable.
7. That OSC was concerned about the viability of the new models of care savings and sought assurances from Cabinet about the potential for the savings figure to be realised.
8. That Cabinet explore possibilities for further engagement with shared services and the pooling of resources with neighbouring local authorities.

Priority 2

9. That Cabinet have oversight of the funding available for those with acute mental health needs in a community care setting, and that they should make representations, as appropriate via joint health and care bodies and to NHS England.
10. That Cabinet be aware that OSC have significant concerns over the viability of the savings proposals to Haringey Learning Disability Partnership, mental health and physical support.

Priority 3

11. Given the potential negative impact on recycling levels and a potential increase in fly tipping, OSC requested that Cabinet re-examine whether the savings proposed were financially achievable in the round.
12. That Cabinet note that OSC had concerns over the proposed charges for green waste, and examine the possibility of including a concessionary rate as part of the fees and charges setting process.

Priority 4 & Priority 5

13. That Cabinet set an in-principle target of zero for consultancy spend.

Priority X

14. That Cabinet note OSC concerns about the potential for significant job losses in relation to the savings proposed under Priority X. Cabinet to ensure that there was a full and proper consultation carried out with the trade unions and all effected staff.

58. REVISED SCRUTINY PANEL MEMBERSHIP

The Committee considered a report on Revised Scrutiny Panel Membership.

RESOLVED

- I. That Overview and Scrutiny Committee agreed the revised membership of the Adults and Health Scrutiny Panel as outlined in section 6.4 of the report.

59. NEW ITEMS OF URGENT BUSINESS

N/A

60. FUTURE MEETINGS

The next meeting was noted as taking place on 26th March 2018.

CHAIR: Councillor Charles Wright

Signed by Chair

Date

This page is intentionally left blank

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON THURSDAY, 1ST MARCH, 2018, 7.00 - 7.30 pm

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Kirsten Hearn, Emine Ibrahim and Joanna Christophides

61. FILMING AT MEETINGS

The Chair drew attendees' attention to the notice on the agenda regarding filming at meetings.

62. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Gallagher, for whom Councillor Christophides was attending as a substitute, and for lateness from Councillor Ibrahim.

63. URGENT BUSINESS

None

64. DECLARATIONS OF INTEREST

Councillor Connor mentioned that she was a member of the Royal College of Nursing and that her sister was a GP in Tottenham.

Councillor Hearn mentioned that Osborne Grove Nursing Home was in her ward.

65. SCRUTINY PANEL RECOMMENDATIONS ON OSBORNE GROVE

Councillor Connor introduced the report before Members on the Adults and Health Scrutiny Panel's recent meeting that discussed Osborne Grove Nursing Home, and asked that the Committee approve the Panel's recommendation to Cabinet that the implementation of the decision to close the Home be paused.

The Committee discussed further the concern that current residents may face more than one move as part of the decant from the Home, which would bring additional risks for their wellbeing. The Committee noted that there was not a fixed date for the closure of the home.

The Committee discussed that there had been a decline in the quality of care at the Home over a number of years, and Councillor Connor set out that the panel had heard that standards were improving, albeit it at a time with fewer residents. The Committee also noted the cost associated with the running of the Home.

The Committee heard that there had been suggestions of the Whittington being more involved in Osborne Grove, which could be considered in the options appraisal, though similar proposals had not been implemented when suggested previously.

Councillor Connor further clarified what was meant by the recommendation to pause implementation of the closure of the home – in particular that a pause did not mean new residents would be admitted, but rather that the decant would be halted.

Following a vote, there being four Members in favour of approving the recommendation and one Member opposed, it was

RESOLVED

That the Committee approve the recommendation of the Adults and Health Scrutiny Panel calling on Cabinet to pause the implementation of the decision to close Osborne Grove Nursing Home, allowing the options appraisal for the provision of nursing care on the site to be taken into account

66. EXCLUSION OF THE PRESS AND PUBLIC

CHAIR: Councillor Charles Wright

Signed by Chair

Date

MINUTES OF THE MEETING OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL HELD ON WEDNESDAY 31ST JANUARY 2018

PRESENT:

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

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

41. FILMING AT MEETINGS

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

42. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Barbara Blake.

43. ITEMS OF URGENT BUSINESS

None,

44. DECLARATIONS OF INTEREST

None.

45. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

46. MINUTES

In answer to a question, Zoe Robertson, Head of Commissioning and Client in the Commercial and Operations Service, reported that the changes to visitor parking permits were not yet in place and would be introduced in the next financial year. She confirmed that the age for the concessionary rate would be 65, as previously recommended by the Panel.

In answer to another question, she stated that there was a rolling programme of communication with residents on changes to waste and recycling. This included a door knocking campaign by Veolia from February to promote the green waste service. Work with schools to education children on waste and recycling was now to be

undertaken on-line. She agreed to circulate further details of this, including timescales, and planned communication with residents on the closure of Park View recycling centre to the Panel.

AGREED:

1. That the minutes of the meeting of 21 December 2017 be approved; and
2. That the Head of Commissioning and Client be requested to circulate further information to the Panel on the development of on-line education for schools on waste and recycling and planned communication with residents regarding the closure of Park View recycling centre.

47. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR ENVIRONMENT

Councillor Peter Mitchell, the Cabinet Member for Environment, reported on key developments within his portfolio as follows:

- He reported that safety measures were being looked at for Finsbury Park including CCTV, lighting, closing the gates at night and the use of park guards. The Police were also undertaking a full assessment of safety issues in the park. Action would be taken when this had been received, which was envisaged as being mid February. The Police currently had an increased presence in the park and were focussing on drug dealing and anti-social behaviour. The Council was providing additional support to rough sleepers in the park and repairing the perimeter fence. A meeting had taken place in the park with a range of local stakeholders, including local MPs and the Friends group. An access audit was also being undertaken by Councillor Hearn. In addition, the park celebrated its 150th Anniversary in 2019 and plans were being developed for this;
- Income from events in Finsbury Park in 2017/18 had been £800,000. £50,000 had been spent on fences and similar amounts on tennis, netball and volleyball courts. Smart bins had also been purchased, which sent a message to operatives when they needed emptying. In addition, £35,000 had been obtained from the Environmental Impact Levy. Some of this had been distributed to a range of user groups through small grants of between £600 and £1100. Signage, new disability bikes and distance markers for runners and walkers were amongst the other items that the money had been invested in;
- As part of the Active Communities Programme, Brunswick Park had been given a grant of £174,000 to develop facilities. It was anticipated that the work would be completed by April. A grant had also been made for Stationers Park to develop the play area and there was the potential for grant funding to be obtained for a large project at Bull Lane Playing Fields;
- As part of the Smarter Travel programme, active travel plans were being developed with schools. In addition, secondary schools were now taking up cycle training. The Sustainable Transport works plan for 2018-19 was also be finalised;

- A new delivery model was being considered for highways and street lighting. In addition, consideration was being given to changes to how allotments were managed, in consultation with the Allotments Forum;
- There was currently a programme of tree planting, funded by a grant from the Mayor of London;
- A litter reduction plan for parks was being developed;
- An event on Air Quality was planned to take place towards the end of February to launch an Air Quality Strategy. It was hoped to set up a steering group to take forward action following this;
- Consultation on the proposed landlord licensing scheme was taking place. In answer to a question, he stated that he was keen to promote a wide range of responses to it, particularly from tenants.

A Panel Member stated that repairs of an inferior quality had been undertaken to a path in Finsbury Park that had been previously been upgraded using Heritage Lottery funding. As a result of this, the path was now deteriorating. The Panel felt that it was the responsibility of those who rented facilities at the park to make good any damage that occurred. The Cabinet Member agreed to raise this issue with officers. In addition, the Chair stated that he had previously raised the condition of the grass which had not been repaired adequately following events and was deteriorating. He felt that this should also be raised with officers.

In answer to a question, the Cabinet Members stated that the capital works that were taking place to the Parkland Walk were to bridges over roads. He agreed to provide further information regarding the tree planting programme, including numbers, area and criteria.

Mr Sygrave reported that the Haringay ward Police Panel had had concerns about Finsbury Park for some time. One option to address some of the issues would be to redeploy officers from Ducketts Common where the need for them had diminished. He felt that it was important that the response was joined up and that all three boroughs that the park covered were involved. However, there were no easy answers to the issues and he welcomed the measured response. He requested a breakdown of where money from the events programme at Finsbury Park had been spent.

Ms Robertson stated that she was happy to provide further information on the issues that had been raised and the discussions with the other two boroughs. In respect of improved lighting, there was a colony of bats within the park that needed to be considered. The needs of those using the running track and the basketball, netball and tennis courts also needed to be taken into account. The Cabinet Member reported extra Police resources had been deployed within the park but it was not clear if this was sustainable. He was happy to meet with ward Councillors to update them on progress.

In answer to a question, the Cabinet Member stated that residents liked the idea of parks being locked at night and they felt that it deterred anti-social behaviour.

However, Finsbury Park was large and this could present challenges in ensuring that it was completely empty when the gates were closed. Locking parks was also expensive.

Ms Robertson reported that £800,000 had been raised from events in 2017/18. £545,000 had been used for the running of parks. The remainder had been re-invested in parks. She was happy to provide further details.

The Panel welcomed the proposed landlord licensing scheme, which it was felt had the potential to reduced fly tipping and anti social behaviour, especially in areas with a large number of houses in multiple occupation (HMOs).

AGREED:

1. That the Head of Commissioning and Client be requested to provide the Panel Members with;
 - An update on action to address community safety issues in Finsbury Park;
 - A breakdown of income and expenditure from the events programme in Finsbury Park for 2017/18; and
 - Further information on the Council's tree planting programme.
2. That the Cabinet Member be requested to raise the issue of the quality of repairs to the path within Finsbury Park that had been upgraded with the use of Heritage Lottery funding and to the grass areas that had been damaged following events,

48. STREET CLEANSING, WASTE AND RECYCLING; CURRENT PERFORMANCE

Ms Robertson reported that street cleansing was monitored in three tranches per year. Keep Britain Tidy (KBT) had been undertaking monitoring but the Council now had its own team that was now doing this. It appeared that KBT had applied stricter standards as there had been a higher number of borderline fails than in the past. Tranche 2 results had now been received and these could be shared with the Panel shortly. Whilst fly tipping continued to be an issue, there had been a reduction since October. However, levels tended to fluctuate. Fly tips continued to be collected within the times specified in the contract with Veolia. The majority consisted of domestic black bags and items rather than originating from commercial sources. There was an action plan to address the issue and this would include addressing hotspots. Panel Members commented that Houses in Multiple Occupation tended to be the worst offenders. It was hoped that the landlord licensing scheme would help address this.

Ms. Robertson stated that levels of recycling had plateaued. They had been affected significantly by a change in the law but what was now being collected was of much higher quality. Work was taking place with Veolia to promote greater levels of recycling. In answer to a question, she stated that it was not anticipated that the ban by China on plastic waste imports would have a major impact on the Council's collections. She also reported that the pilot scheme for on the spot fines for littering with Kingdom had ended. The scheme was being reviewed and recommendations would be made in response to this.

In answer to a question, she stated that the drop off in performance in recycling correlated strongly with the changes in the law. Improvement was dependent to a great extent on bringing about behaviour change. The issue was being looked at continually with Veolia. In respect of detritus, Members had stated that the current assessment of performance was more in line with their experience. However, monitoring was not perfect and was dependent on when streets were inspected. Consistency enabled trends to be observed more easily. The service was particularly interested in knowing how long it took for streets to deteriorate. Work was taking place with Veolia on a range of matters and a report back would be made in due course.

49. TEAM NOEL PARK PILOT - OVERVIEW

Ms Robertson reported on the outcome of the Team Noel Park pilot. This had been completed a year ago. It had been designed to be a prototype of how the Council could work together with local communities. The key outcomes that were aimed for were to:

- Make Noel Park is a cleaner and safer place;
- Increase resident satisfaction with Noel Park as a place to live, work/trade and visit; and
- Increase the level of pride in the area amongst residents.

The aim was also to strengthen the community and it was hoped to put the Council in a position where it could co-commission services with residents. £100,000 had been allocated to the project.

The project had not delivered on the key outcomes that were intended but valuable learning had nevertheless been obtained from it. It was now recognised that building relationships took time and ward Councillors were a key link. A toolkit for Members on community engagement was now being developed. It was also found that behaviour change required a big shift in norms and could not be implemented quickly. In addition, developing joined up working was labour intensive and required a change of culture.

In answer to a question, Ms Robertson stated that Veolia undertook an annual survey. This had recently been done and the results would be available in February. In answer to another question, she stated that it was hard to say whether the project had delivered value for money. There was not the money to replicate the exercise though. There had nevertheless been some good outcomes. Some of the learning had been implemented including a more joined up approach to fly tipping and the development of ward walks. She agreed to circulate details to the Panel of a survey that had been undertaken in the area on rubbish in resident's gardens as part of the pilot project.

Panel Members expressed regret at the demise of the Council's area forums as it was felt these were an effective way of engaging with the local community. Ms Robertson commented that there was a wider question for the Council to consider regarding how it engaged with residents.

AGREED:

That further information be circulated to the Panel on the survey that had been undertaken as part of the pilot project on the prevalence of rubbish in the gardens of residents.

50. UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS OF SCRUTINY REVIEW ON CYCLING

Emma Williamson, Assistant Director of Planning, reported on progress with the implementation of the recommendations of the Panel's review on cycling. 17 out of the 20 recommendations had been agreed. Most would be incorporated into the Council's walking and cycling action plan. Consultation was take place on this during the summer with the aim of implementing plans from 2019.

The Panel noted that a 12 month trial of dockless cycle hire in the borough was to be undertaken. The Council wished to have a guarantee within the contract that it would not be liable for any costs should the provider cease operating. Discussions were currently taking place with Mobike with the aim of launching the pilot scheme in the summer. Panel Members commented that an independent review on the rideability of cycles provided by Mobike had not been positive and felt that this might impact on the level of take up by residents. Neil Goldberg, Transport Planner, reported that other providers did not meet the Council's criteria. It was likely that the Mobike cycles that were used in Haringey would be different to first generation models used elsewhere. Mobike met all of Transport for London's practice guidelines. He was nevertheless happy to feed the Panel's comments back.

Mr Goldberg reported that Liveable Neighbourhood funding had been obtained for a scheme in Crouch End that would improve cycling and walking conditions. In addition, the Mayor's Office had announced plans to develop a cycle route from Tottenham Hale to Camden. Moves to reduce space for cars were contentious but could be looked at as part of the further development of proposals for Crouch End.

Panel Members acknowledged that not everyone could cycle and that developing the cycle infrastructure could mean that car users had less road space. However, they felt that a bold approach was required. The needs of pedestrians should not be overlooked though. Attention was drawn to an island bus stop on cycle route CS1 which required people getting off buses to walk across the cycle lane. Mr Goldberg stated that the route was being reviewed and details of the outcome could be circulated to Panel Members in due course.

In answer to a question, Ms Williamson reported that there was some funding available for bike hangars but it had proven difficult to keep up with demand.

AGREED:

That details of the outcome of the review of CS1 be circulated to Panel Members.

51. TRANSPORT STRATEGY

Ms Williamson reported that on the Council's draft Transport Strategy, which had recently been consulted on. It was intended that there would be actions plans beneath the overall strategy, including a specific one for walking and cycling. There had been 50 responses to the consultation on the strategy. The majority of these had been supportive and/or wanted targets to be included. Few changes were proposed but reference to motorcycles would be added in response to comments made as part of the consultation.

The Panel felt that it was important that the strategy was consistent with that of the Mayor and that it would have an important role as a lobbying tool. It was noted that, whilst much was dependent on Transport for London, a lot could be delivered locally. Mr Goldberg reported that the strategy had been welcomed by Transport for London and was in line with the Mayor's transport strategy. He stated that Local Implementation Plan (LIP) funding of £1.9 million had been obtained for 2018-19. It was agreed that a breakdown of how LIP funding for 2018-19 was to be spent would be circulated to Panel Members.

AGREED:

That the Assistant Director of Planning be requested to provide a breakdown of how LIP funding for 2018-19 will be spent be circulated to the Panel.

52. WORK PROGRAMME UPDATE

It was noted that the only item on the agenda so far for the Panel meeting on 13 March was Cabinet Member Questions for the Cabinet Member for Communities. It was proposed that, in addition, an update on proposals to implement recommendations from the Panel's review on street sweeping also be considered.

AGREED:

That, subject to the above addition, the work plan for the Panel be approved.

CHAIR: Councillor Tim Gallagher

Signed by Chair

Date

This page is intentionally left blank

MINUTES OF THE MEETING OF THE ADULTS & HEALTH SCRUTINY PANEL HELD ON THURSDAY, 8TH FEBRUARY, 2018, 6.30 - 9.50 PM

PRESENT:

**Councillors: Pippa Connor (Chair), Gina Adamou, David Beacham,
Patrick Berryman, Gideon Bull, and Eddie Griffith**

Also in attendance: Councillor Brabazon, Helena Kania

47. FILMING AT MEETINGS

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

48. APOLOGIES FOR ABSENCE

None.

49. ITEMS OF URGENT BUSINESS

None.

50. DECLARATIONS OF INTEREST

Councillor Connor declared that her sister was a GP in Tottenham, and that she was a member of the Royal College of Nursing.

51. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

52. MINUTES - 16 NOVEMBER 2017

AGREED: That the minutes of the Adults and Health Scrutiny Panel meeting of 16 November be agreed as a correct record.

53. MINUTES - 14 DECEMBER 2017

AGREED: That the minutes of the Adults and Health Scrutiny Panel meeting of 14 December be agreed as a correct record.

54. SAFEGUARDING ADULTS BOARD (SAB) DASHBOARD

The panel heard from Charlotte Pomery, Assistant Director for Commissioning, who gave a presentation setting out what the Safeguarding Adults Board was monitoring on the performance of services and the drivers of the need for safeguarding.

In response to a question about the target for take-up of training, it was agreed that it would be helpful to include targets for the take-up when considering performance against it.

In response to a question about the recent Joint Targeted Area Inspection of Children's Safeguarding in Haringey, and whether the potential for joint work on children's and adults safeguarding was affected by the findings of the inspection, it was noted that there would be on-going work, led by the Children's Safeguarding Board, on the multi-agency response to the report. The Adults Safeguarding Board would consider it at its next meeting, including a representative of Children's services.

Noting that Haringey had a higher level of reported domestic violence than other boroughs, it was suggested that Panel may wish to consider this matter further in the future. It was noted that there was a low level of conviction rates, but also that domestic abuse was not a significant contributor to the need for safeguarding. Noting that financial abuse was the greater contributor, it was asked whether personalised budgets had worsened this cause – the panel heard that financial abuse was a broad category. It was agreed the Panel would welcome more information on how the Adults and Children's Safeguarding Boards could work together on domestic violence.

It was noted that the Council's policy was to not place people into care homes regarded requiring improvement or inadequate.

55. SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2016-2017

The panel heard from Dr Adi Cooper, Independent Chair of the Haringey Adult Safeguarding Board on the Board's Annual Report.

In response to a question on how hard-to-reach communities were engaged with to ensure their perspectives were taken into account by the Board, Dr Cooper set out the activity undertaken, that community engagement as monitored to see any missing groups, and noted the need to tackle a broader lack of awareness of safeguarding. The Bridge Renewal Trust were undertaking relevant work, and the Panel may wish to consider that in the future. The Panel noted that publicity material had been developed to raise awareness of the Safeguarding Board, but resource limitations prohibited a mass-marketing campaign. Publicity material had been sent electronically to partners for dissemination among their networks. The Chair was supportive of efforts to raise awareness.

In response to engagement by partner organisations, given the attendance information included in the report, the Panel heard Dr Cooper was broadly content with the level of engagement in the board or sub-groups, and had no concerns about specific partner bodies or agencies. It was suggested that the Department for Work and Pensions would be a helpful addition to the list of participants, which Dr Cooper agreed to approach to gauge interest.

The Panel heard further information on the level of safeguarding enquiries that take place in residential homes, which reflected the level of commissioned care provision that occurred in people's homes. The Panel noted the even distribution across the borough, and asked what was being done to ensure people were aware of how to raise concerns about care provided in domestic settings. They heard that that would depend on a broader awareness by neighbours, for example.

56. LEARNING FROM A SAFEGUARDING ADULTS REVIEW: ROBERT

Dr Adi Cooper introduced the findings of Safeguarding Adults Review, relating to a vulnerable adult that had died and how this helped agencies learn from the experience, both those directly involved in the case and more broadly. She noted that it had been important to involve the sister of the deceased person to understand there was a real effort between agencies to learn how they could improve joint working, and it was encouraging that agencies had taken the opportunity to proactively make changes as a consequence of this death.

Asked how the activity undertaken in response to this review would be monitored, Dr Cooper said that would be done by the HSAB sub-group, who would look to ensure improved practices had been embedded and were sustainable.

57. CARE QUALITY COMMISSION

Clerk's note: The Panel amended the order of its meeting so that the item on Osborne Grove Nursing Home came before this item. These minutes follow the order of the agenda.

Margaret Lynes, Inspection Manager at the Care Quality Commission presented an overview of the CQC, its activities and findings for Haringey. The panel heard that services in Haringey were generally good, but that there was work to do when compared with performance nationally.

Ms Lynes discussed some specific providers and the CQC's action in relation to them. She welcomed engagement from the Service, in particular to raise concerns at an early stage, and the Assistant Director for Commissioning set out how the service was working with a specific provider following a negative inspection report.

58. OSBORNE GROVE NURSING HOME - VERBAL UPDATE

The Chair welcomed some relatives of residents of Osborne Grove Nursing Home to the meeting, who were later given opportunity to set out their assessment of the Home and the experiences of their relatives.

The Cabinet Member for Adult Social Care and Culture set out her reservation at this item being considered by the Panel at this time, given that the decision to close the home had been made by Cabinet in December, and not called in. The process to close the home, including consultation with staff and residents and relatives was underway and needed to be well understood by residents and relatives. The Chair

noted that this was a scheduled update and that it would be helpful to hear relatives' concerns, and that the Panel did not seek to give false hope or confuse the process, but wanted to help ensure relatives understood the process.

Beverley Tarka, the Director of Adults' Services, outlined the process for supporting residents of Osborne Grove as the site was closed, and Claire Henderson of the Clinical Commissioning Group set out the activity undertaken to address the concerns about the quality of care at the site.

The Panel heard that relatives have deep concerns about the process for closing Osborne Grove, and did not feel that they were fully and impartially informed about their rights and options. They also did not understand the rationale for closing the centre, and set out their favourable impressions of the facility, noting the worry created for the Nursing Home's staff.

Their greater concern was for the wellbeing of relatives, who were comfortable at Osborne Grove and for whom moving would cause a risk. The level of uncertainty they faced was unnerving, and the possibility of being re-located far away would impact negatively on the ability of family members and friends to visit and support residents.

The Panel also heard that the Care Quality Commission had improved its assessment of Osborne Grove. In similar situations elsewhere, a centre performing poorly would often have a longer period in which it could improve practice.

The Panel suggested that the Council's intended meeting with families be held as a matter of urgency, and also that families should be provided with a pack of information that would give them advice on the process of closure, their rights and options. I understand that these suggestions have been acted on, which we welcome.

The Panel heard that the options appraisal for the future of the site, that had been expected to be considered by Cabinet in January, had been delayed as the options were developed further. The Panel noted that this was for the future provision of nursing care on the Osborne Grove site, and felt that it would be sensible for those options to be considered before the potentially unnecessary disruption and risk that would accompany closure.

Following discussion, the Chair suggested that there be a recommendation to Cabinet that the process of implementing its decision to close Osborne Grove be paused, pending the options appraisal being available. On being seconded by Councillor Bull and put to the vote, there being five of the six members in favour, it was

RESOLVED

That the Panel recommend that Cabinet pause the implementation of its decision to close Osborne Grove be paused, pending the options appraisal being available

59. WORK PROGRAMME UPDATE

The Panel's work programme, and the suggestion that domestic violence be considered by the Panel in future, was noted. The Chair outlined the process for concluding the Panel's work for the current municipal year.

60. NEW ITEMS OF URGENT BUSINESS

None.

61. DATES OF FUTURE MEETINGS

8 March.

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

This page is intentionally left blank

Report for: OSC 26th March 2018

Title: Quarter 3 (December) 2017/18 Budget Monitoring Report

Report authorised by: Clive Heaphy – Interim Chief Finance Officer

Lead Officer: Frances Palopoli – Head of Finance Operations

1. Introduction

- 1.1. This report sets out the 2017/18 Quarter 3 (Q3) financial position for the Council; including the Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets.
- 1.2. It also enables Members to consider the proposed management actions set out in this report and approve the budget adjustments (virements) in Appendix 4 as required by Financial Regulations.

2. Cabinet Member Introduction

- 2.1. Haringey Council, like others, faces significant challenges in delivering high quality but financially sustainable services. By focussing on our key priority areas and driving improved outcomes at lower cost, we aim to achieve that balance in spite of increased demand across all of our services. We have a well-developed savings plan across all Council services which is managed and monitored to ensure that it is delivered effectively.
- 2.2. This budget monitoring report covers the financial year position for Q3 of 2017/18. The report focuses on significant budget variances including those arising as a result of non-achievement of Cabinet approved Medium Term Financial Strategy (MTFS) savings.
- 2.3. The report provides a snapshot of the revenue position at Priority level and for the Council as a whole. It highlights budget pressures, budget risks and significant over/under spends. Where there are budget pressures, the directors and assistant directors are expected to identify mitigating actions and develop action plans to bring overspend positions back in line with approved budgets.
- 2.4. At the end of Quarter 3 (Period 9), the Council is projected to overspend by £3.7m in 2017/18. The General Fund is projecting an overspend of £5.4m and underspend in HRA of £1.8m. The majority of the overspend in the General Fund relate to demand pressures in key frontline services such as:
 - i. Priority 1 (Children's) - £3.8m;
 - ii. Priority 2 (Adults) - £2.9m;
 - iii. Priority 5 (Temporary Accommodation) - £0.8m.

However, mitigating strategies have been identified which should enable the Council to deliver an outturn in line with the approved 2017/18 budget. These are set out in sections 6 and 7.

- 2.5. The Council has implemented a risk-based approach to budget monitoring across its services this financial year. The approach ensures the Council focuses effort on monitoring those higher risk budgets due to their value, volatility and social impact along with the monitoring of Cabinet approved savings.
- 2.6. Each Priority area has provided commentary that explains the reason for significant variances where the difference between forecast outturn and approved full year budget is more than £100k or higher than 10% of approved budget.
- 2.7. Given the level of savings proposals identified to be delivered in 2017/18, there is a RAG rating specifically related to the delivery of the savings. The RAG status takes account of risk of delivering the full savings in the year and risk of delay to give an overall risk rating. The rating is as follows:

Green:	The risk is tolerable and requires no action unless status increases.
Amber/Green:	The risk requires active monitoring but does not currently require mitigating action.
Amber/Red:	Mitigating action is required and active monitoring should take place with immediate escalation if the position does not improve or deteriorates.

3. Recommendations

3.1. That OSC:

- i. Note the Q3 forecast revenue outturn for the General Fund of £5.4m overspend, including corporate items *and the proposed mitigation to deliver a balanced outturn position*. (Sections 6 & 7, Table 1 and Appendix 1);
- ii. Note the net HRA forecast position of £1.8m underspend. (Section 7, Table 2 and Appendix 2);
- iii. Note the position on DSG spend during 2017/18 and forecast closing reserve figure (Section 8, Table 3);
- iv. Note the latest capital position with forecast capital expenditure of £97.3m in 2017/18. (Section 9, Table 4);
- v. 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);
- vi. Note the measures in place to reduce overspend in service areas; and
- vii. Note the budget virements set out in Appendix 4 of this report.

4. Reason for Decision

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

5. Alternative Options Considered

- 5.1. This is the 2017/18 Quarter 3 budget monitoring financial report. As such, there are no alternative options

6. Background Information

Budget Monitoring Overview

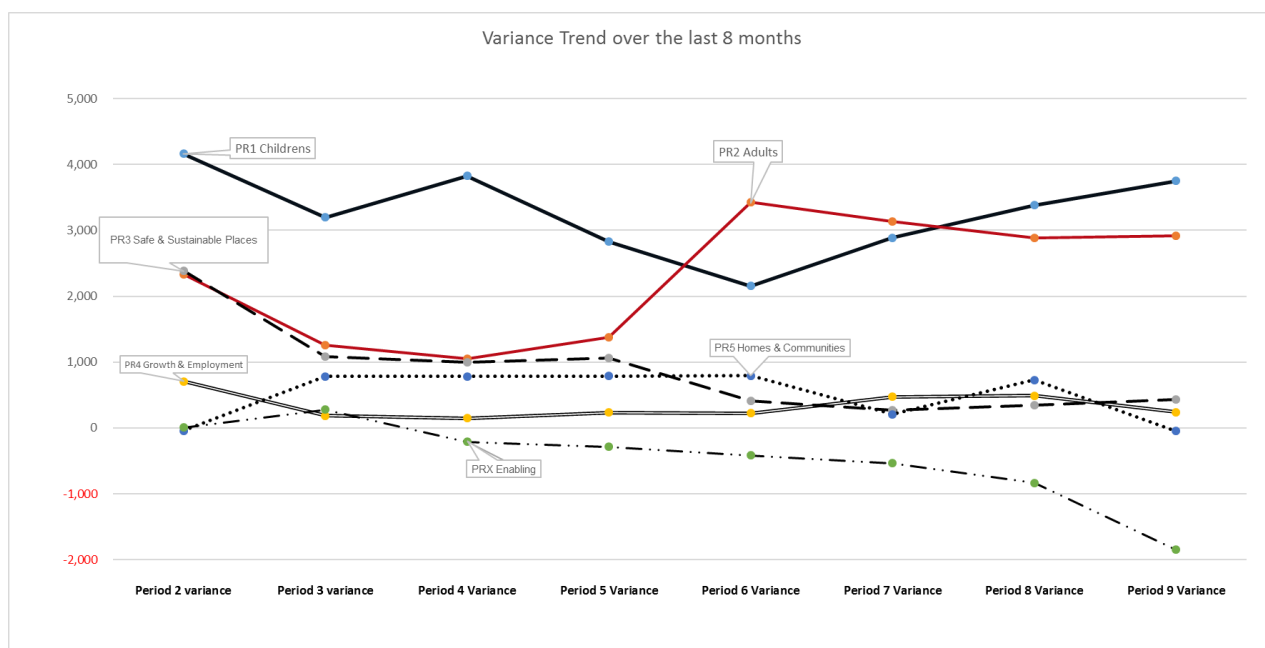
- 6.1. As at 31st December 2017 (Quarter 3) of the financial year ending 2017/18, the Council's projected overspend on its revenue budget is £3.7m (including £1.8m underspend in HRA). *Strategies to mitigate down the General Fund overspend and deliver a balanced outturn position were presented to Cabinet in February and are outlined in more detail in section 7.32.*
- 6.2. 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 Q3 (2017/18)

Priority	Revised 2017/8 Budget	Quarter 3 Outturn Forecast	Quarter 3 Forecast to Budget Variance	Quarter 2 Forecast to Budget Variance	Forecast Variance Movement between Q2 and Q3	
	£'000	£'000	£'000	£'000	£'000	
PR1 Childrens	65,486	69,236	3,750	2,157	1,593	▲
PR2 Adults	95,442	98,358	2,916	3,429	(513)	▼
PR3 Safe & Sustainable Places	26,561	26,995	434	412	23	▲
PR4 Growth & Employment	12,262	12,500	239	223	16	▲
PR5 Homes & Communities	20,538	20,490	(47)	796	(843)	▼
PRX Enabling	35,624	33,774	(1,850)	(419)	(1,431)	▼
General Revenue Total	255,912	261,354	5,442	6,598	(1,156)	▼
PR5 Homes & Communities(HRA)	0	(1,785)	(1,785)	(169)	(1,616)	▼
Haringey Total	255,912	259,569	3,657	6,429	(2,772)	▼

▼ Denotes reducing overspend/increasing underspend

- 6.3. Diagram 1 below illustrates the trend and volatility of forecast outturn by priority area up to Q3 (31st December 2017). It shows that outturn forecast for all but one (Priority 1 - Childrens) of the priority areas are broadly stable or trending downward in terms of overspend or upward where an underspend has been forecast.

Diagram 1 – Revenue Budget Forecast Trend to Q3

7. Revenue Finance Overview

- 7.1. A summary of outturn position including comments on each priority area budget are set out below along with proposals to mitigate down the forecast GF overspend of £5.4m by year end

PRIORITY 1

Overspend £3.8m

- 7.2. Priority 1 is projecting overall spend of £69.2m against approved budget of £65.5m resulting in forecast overspend of £3.8m as at Q3. This is an adverse movement of £1.6m on the outturn position forecast at Q2.
- 7.3. The areas with material variances are detailed below.
- 7.4. **Placements** are forecast to overspend by £1.1m, a significant increase of £0.8m against Q2. This is largely due to increase in the LAC cohort from 398 to 413; with the main cost driver being the increase of residential/secure package average weekly cost by £407, against Q2. There is a continued focus on the “top 20” high cost placements; with a view to stepping down care packages or negotiating lower fees, whilst also managing demand through Family Group Conferencing and Targeted Response initiatives.
- 7.5. **Other social Care Agency Worker costs** are forecast to overspend by £0.8m which is an increase of £0.1m compared to Q2 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.
- 7.6. **Early Help and Targeted Response** is forecast to overspend by £0.4m an increase of £0.1m from Q2. This is as a result of the childcare element of children’s centre service delivery incurring more than budgeted building costs and lower than anticipated occupancy levels.
- 7.7. **Children & Young People with Additional Needs** is forecasting to overspend by £1.1m which is consistent with previous forecasts, see breakdown below:

- Inclusion Service - the traded income will about £0.2m less than budget as this is a fairly new service which started in September 2017, however the service continues to expect bookings from schools.
- SEND - £0.4m overspend of which £0.3m is the shift in funding stream for transport back to the general fund from the High Needs Block (DSG). The service continues to work on refining transport costs but is unlikely to make significant changes until the next financial year.
- Family Support - the overspend position of £0.5m is due to packages for complex children. Going forward the service is working with Brokerage and Commissioning to look at more cost effective ways of supporting families and children. 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.

7.8. **Schools and Learning** is forecasting an increase of £0.6m on Q2 as a result of staffing cost pressures and underachievement against its traded services target (£0.3m) and slippage on the closure of the PDC which is now scheduled for the end of March 2018 (£0.3m).

7.9. Following the recent Joint Targeted Area Inspection of the multi-agency response to abuse and neglect undertaken in December, a number of gaps were identified and subsequently a business plan has been developed that will bring the quality of the service offer currently to the standard expected, pending the upcoming Ofsted Inspection. The proposal requests an injection of resources (£1.2m) to areas where weaknesses were identified with the appropriate corrective action to be undertaken over the next six months. The funding will be provided from the transformation fund.

PRIORITY 2

Overspend £2.9m

7.10. Priority 2 is projecting overall spend of £98.4m against approved budget of £95.4m resulting in a forecast overspend of £2.9m as at Q3. The overspend position of £2.9m represents an improvement of £0.5m compared to Q2 which is largely as the result of increased capitalisation. The three main directorates within Priority 2 are Adult Social Care, Commissioning and Public Health.

7.11. The entire £2.9m overspend is in Adult Social Care Services which is forecasting outturn spend of £84.2m against a budget of £81.3m. Commissioning and Public Health, together, are forecasting underspend of £0.03m against budget in 2017/18.

7.12. The two main pressure areas in Adults Services are detailed below.

7.13. **Osborne Grove Nursing Home (OGNH)** is projecting a budget pressure of £1.0m (unchanged from Q2). The net revenue budget for Osborne Grove in 2017/2018 is £1.0k. This is made up of expenditure budgets relating to staffing and premises costs, plus income budgets including client contributions and NHS funding, relating to an 8-bed contract. The Home currently has an occupancy rate of 53% and the 8 -bed contract with the CCG has lapsed following quality concerns and a placement embargo. Total loss of income is approximately £0.46m.

7.14. Additional staffing has been appointed at a cost of £0.49m above the budgeted level to improve the quality of care and bring improved leadership to the Home. Additional maintenance and new equipment costs have resulted in a further £0.06m being spent

to improve the quality of care. The combination of the additional costs and the loss of income means the budget will be overspent by £1.01m at the end of March 2018.

- 7.15. **Adult Social Care Packages** is projecting a budget pressure of £4.2m on care packages due to demand above trajectory (£0.7m) and planned MTFS savings largely around prevention and diversion strategies which have not been realised (£3.5m). In the latter case the service now believes that the initial assessment of achievable savings was overly optimistic and a review is being undertaken to seek alternative ways to mitigate this going forward.
- 7.16. The £4.2m budget pressure is spread across all key client groups – older clients with physical support needs £1.3m; clients with Learning disabilities £1.9m; and clients with mental health needs £1.0m.
- 7.17. Capitalisation of appropriate revenue spend totalling £0.9m has enabled some in year pressures in directly provided services and care packages to be offset .
- 7.18. A further £0.5m of revenue savings from the capitalisation of community equipment has also been achieved with the budget reallocated across care packages and directly provided services and included within the variances reported above. This takes the total capitalisation of spend to £1.8m in this financial year.
- 7.19. In-year pressures are being further mitigated through the release of two provisions totalling £1.3m, 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 (£0.6m) - 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.

PRIORITY 3

Overspend £0.4m

- 7.20. At Q3, Priority 3 is projecting total expenditure of £27.0m against approved budget of £26.6m for 2017/18. This forecast overspend of £0.4m is in line with that reported at Q2.
- 7.21. The variance is made up of a number of non-material underspend/overspends. In addition, a number of budget pressures are being managed within this priority area most notably the loss of on-street parking income due to the absence of Spurs football matches this season (£0.3m) and increased contractual costs associated with clamping removal (£0.2m) which are being managed through a reduction in spend of £0.5m within the concessionary travel service.

PRIORITY 4

Overspend £0.2m

- 7.22. At the end of Q3, Priority 4 is projecting total expenditure of £12.50m against planned budget of £12.26m resulting in a forecast overspend of £0.2m in line with the £0.2m overspend reported in Q2.
- 7.23. The main area of forecast overspend within this priority remains additional costs for staffing, consultancy fees and legal recharges all related to the delay in transfer of properties to HDV. This however is being offset by an underspend in consultant fees across the Tottenham and Wood Green regeneration schemes following a review of planned consultancy spend in Period 9.

PRIORITY 5 (General Fund)**Underspend £0.05m**

- 7.24. The forecast for Priority 5 is projecting total expenditure of £20.49m against a planned budget of £20.54m resulting in an underspend of £0.05m. This represents an improvement of £0.8m on Q2.
- 7.25. The improvement reflects the allocation of £0.8m from the Flexible Homelessness Support Grant to cover the overspend on temporary accommodation.
- 7.26. Actions continue to be taken to manage the demand for temporary accommodation including 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 £1.8m**

- 7.27. The HRA is currently forecasting underspend of £1.8m against its approved (net nil) budget which represents an improvement of £1.6m.
- 7.28. The underspend and improved reporting position is primarily the result of the £1.46m of housing strategy budget carry forward from 2016/17 now not being projected to spend in 17/18. This budget is used to develop new supply initiatives and the service will therefore bid to carry forward part of this underspend into 18/19
- 7.29. The forecast HRA outturn summary is set out in Table 2 below.

Table 2 – HRA Budget Forecast (Q3)

HRA Budget (2017/18)	2017/18 Revised Budget	Q3 Forecast Outturn	Q3 Forecast to Budget Variance	Q2 Forecast to Budget Variance	Movement – Q2 to Q3 Forecast to Budget
	£'000	£'000	£'000	£'000	£'000
Managed Services Income	(107,736)	(107,984)	(248)	(231)	(17)
Managed Services Expenditure	12,492	12,541	49	158	(109)
Retained Services Expenditure	95,244	93,658	(1,586)	(96)	(1,490)
Surplus	0	(1,785)	(1,785)	(169)	(1,616)

PRIORITY X**Underspend £1.9m**

- 7.30. At Q3 Priority X is currently forecasting total expenditure of £33.8m against budget of £35.6m giving underspend forecast of £1.9m equating to a favourable movement of £1.5m when compared to underspend of £0.4m forecast at Q2. The make-up of the over/underspend is spread out across a number of services in Priority X but the main variances are:
- 7.31. **Transformation and Resources** – This area is forecast to overspend by £0.8m at Q3, an adverse movement of £0.2m compared to Q2 forecast. The overspend is largely due to continuing reliance on temporary staff in Finance to fill vacancies in key areas and unfunded posts in Corporate Project Management Office (CPMO) carried over from previously committed project work.
- 7.32. **Non Service Revenue (NSR)** – The forecast underspend within NSR is £2.1m at Q3 representing an improvement of £1.4m on Q2 following a reforecasting of debt financing costs as a result of projected slippage in the Capital Programme.
- 7.33. **Mitigating Strategies to achieve a balanced outturn** – the MTFs report to Cabinet in February 2018 set out in detail the proposed strategy to mitigate down the forecast services overspend. This has been summarised below:
- Reduced Expenditure (£3.4m) – a reduction in the minimum revenue provision (MRP) requirement needed to finance council assets and the application of the Governments approved flexible capital receipts to finance transformational type expenditure which will deliver sustainable revenue savings
 - Funding Changes (£4.4m) – release of earmarked corporate reserves no longer required; capitalisation and the application of government grants received above the budgeted figures

8. Dedicated Schools Grant (DSG)

- 8.1. 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 on the DSG Reserve from 2016/17 is £2.8m. However, whilst Schools and Early Years carried forward surpluses, the High Needs block carried forward a deficit of £1.3m.
- 8.2. Table 3 below sets out the projected movement on the DSG Reserve for 17/18.

Table 3 – DSG Reserve

DSG as at Q3	Opening DSG at 01/04/17	Loan	In year position at Q3 2017/18	Forecast Closing DSG 2017/18
	£'000	£'000	£'000	£'000
Schools block	(815)	0	63	(753)
Early years block	(3,325)	1,340	1,146	(839)
High needs block	1,340	(1,340)	571	571
Total	(2,800)	0	1,779	(1,021)

- 8.3. The Early Years block projection includes £0.7m to mitigate the loss of subsidy to maintained childcare settings and a further anticipated drawdown of £0.4m for 2-year old free entitlement.

- 8.4. A paper on the current financial position for the High Needs Block (HNB) was presented to Schools Forum on 17th January 2018, stating that the £571k overspend was the most likely scenario. Therefore, a proposal was tabled and agreed, whereby the surplus in the Schools Block at the end of this financial year will be used to subsidise the HNB. Further work is currently being undertaken to ensure that the HNB is self-sustaining in 2018/19.

9. Capital Budget

- 9.1. This section sets out progress on the capital programme against the approved capital budget at priority level.
- 9.2. The table below show a forecast underspend position of £93.9m on the general fund and £20.9m on the HRA with a combined underspend of £114.8m. Most of this underspend on capital expenditure is expected to slip into 2018-19 financial year.
- 9.3. Since Q2 the overall general fund 2017/18 budget has increased by £2.171m. The majority of this increase relates to the acceleration of spend on the relocation of the Civic Centre (£2.08m), additional TfL LIP funding for the White Hart Lane Public Realm scheme (£0.49m), offset by a number of other scheme re-profiling's. The revised Q3 budget is set out in the table below as well as the Q2 forecast outturn, the Q3 forecast outturn and the variance between the two forecasts.

Table 4 – Capital Outturn Forecast Q3 (2017/18)

Priority	2017/18 Revised Budget	2017/18 Q3 Forecast Outturn	2017/18 Forecast to Budget Variance	2017/18 Q2 Forecast Outturn	Movement in Forecast Variance
	£'000	£'000	£'000	£'000	£'000
Priority 1 - Children's	13,576	5,870	(7,706)	9,227	(3,358)
Priority 2 - Adults	3,078	1,610	(1,468)	2,485	(874)
Priority 3 - Safe & Sustainable Places	17,242	11,859	(5,383)	12,475	(616)
Priority 4 - Growth & Employment	75,993	25,903	(50,090)	19,047	6,856
Priority 5 - Homes & Communities	16,431	1,107	(15,324)	3,522	(2,415)
Priority 6 - Enabling	16,873	2,963	(13,909)	5,392	(2,428)
General Fund Total	143,192	49,312	(93,880)	52,147	(2,835)
HRA Priority 5 - Homes & Communities	68,901	47,995	(20,905)	49,440	(1,444)
Total	212,093	97,307	(114,786)	101,587	(4,279)

- 9.4. Overall the forecast outturn has decreased in Q3 when compared to Q2: £2.8m on the general fund and £1.4m on the HRA. The main reasons for this movement from the last quarter are set out below at priority level.

Priority 1

- 9.5. Scheme 101 Primary School - modernisation & enhancement (inc. SEN) is reporting a lower forecast outturn by £2.137m. The delays to the detailed survey reports which will enable a prioritised programme to be prepared have meant delaying the preparation of an evidence based programme. Similar issues apply to Scheme 114

Secondary School - modernisation & enhancement (inc. SEN) which is reporting a lower forecast outturn by £0.525m.

Priority 2

- 9.6. The reduced forecast outturn relates to the disabled facilities grant (DFG) spend. The outturn has reduced by £0.874m. At the time of the Q2 forecast it was anticipated that four contractors would be appointed to the framework for this type of work. Whilst two were appointed in line with the Q2 expectation, two were not thus reducing the amount of work done.

Priority 3

- 9.7. The reduction in the forecast outturn by £0.616m is in part related to the re-profiling of Scheme 303 Highways Structures (£0.252m) but the majority of the reduction in the forecast outturn relates to Scheme 316 Asset Management of Council Buildings which has reduced by £1.241m.

Priority 4

- 9.8. The forecast outturn has improved by £6.856m. Scheme 429 Strategic Acquisitions has improved by £4.050m due to the anticipated completion on a number of property transactions. Scheme 438 relocation of Civic Centre has accelerated spend of £2.040m. Scheme 444 Marsh Lane has improved its outturn by £1.658m due to the completion of the relocation of certain facilities in advance of the main scheme. These improvements have been off-set by a number of minor adverse movements. As part of the concluded negotiation for the Borough Intervention Agreement between the Council and the GLA that supports the High Road West scheme the GLA have allocated the Council the following funding: £16.2M Affordable Housing Grant; and £6.36m of Mayors Regeneration Fund (MRF). These budgets will be added to the agreed capital programme.

Priority 5 (General Fund)

- 9.9. Due to the impending creation of an alternative delivery model for temporary accommodation expenditure in this priority has been largely suspended.

Priority 5 (Housing Revenue Account)

- 9.10. The forecast outturn has deteriorated by £1.444m since Q2. The main reasons for this are in Scheme 590, where delays in the Decent Homes programme generated slippage of £0.743m due to the delay in the signing of the approval reports and the compiling of cost information to enable the Section 20 Notice to be served; Mechanical & Electrical Budget slippage of £0.447m is due to procurement requirements which delayed the tenders going out; and Fire Protection Works slippage of £0.6m is due to the delay in the signing of the approval reports. A number of small positive movements in other schemes have offset the slippage in Scheme 590.

Priority X

- 9.11. There has been a deterioration in the forecast outturn by £2.428m. This is primarily due to delays in the spend on the shared digital budget of £1.7m. In addition, given the lateness of the financial year it has been forecast that there will be no further calls on the contingency budget so is now showing as underspend at £0.775m. The

contingency will be recommended for carry forward at the appropriate time. There are a number of other minor movements that largely offset each other.

10. MTFS Savings 2017/8

- 10.1. The MTFS savings target for 2017/8 is £20.73m. As at Q3, services are projecting that that £11.14m (54%) of planned savings will be achieved compared to £10.17m (49%) at Q2. This is an improvement in forecast savings of £0.97m with favourable movements relating to Adults Social Care savings and Corporate savings offsetting a revision downwards of previously projected savings within Priority 1.
- 10.2. 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.
- 10.3. Table 3 below summarises the savings position at priority level and Appendix 3 has a detailed breakdown of savings with the relevant RAG rating.

Table 4 – Summary Savings at Priority Level

	New MTFS	Old MTFS	Total	Savings Projected to be Achieved in Q3 2017/18	Savings Shortfall in Q3	% Achieved	Movement in achieved savings since last quarter	Savings Projected to be Achieved in Q2 2017/8
	£'000	£'000	£'000	£'000	£'000	%		£'000
Priority 1	1,437	2,696	4,133	960	3,173	23%	▼	1,288
Priority 2	2,737	5,233	7,970	5,070	2,900	64%	▲	4,264
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	511	217	70%	▼	569
Corporate Savings	2,036	1,650	3,686	719	2,967	20%	▲	167
Total	9,010	11,715	20,725	11,143	9,582	54%		10,171

- 10.4. The major factors that have contributed to the projected shortfall in the savings programme for each priority area are summarised below.

Priority 1

- 10.5. Priority 1 is reporting that only 23% (£0.96m of £4.13m) of approved savings will be delivered this year compared to 31% (£1.29m) in Q2. The movement between Q2 and Q3 is due to savings relating to the new model for social care delivery and services to schools, not being achieved this financial year.
- 10.6. 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. Appendix 3a provides a full RAG rated list of savings within this Priority.

Priority 2

- 10.7. Priority 2 is now reporting that it will deliver 64% (£5.1m of £7.9m) of planned savings in 2017/18 compared to £4.3m projected achievement at the end of Q2. The revision upwards is mainly due to £600k savings achievable through new models of care and an increase in achievable savings in transformation and promoting independence reviews. Appendix 3b provides a full RAG rated list of savings within this Priority.

Priority 3

- 10.8. Priority 3 is reporting a projected shortfall in savings achievable in 2017/18 of £75k – same as Q2. This projected non-delivery relates to the delay in the scoping exercise for the move to cashless parking payment project. Appendix 3c provides a full RAG rated list of savings within this Priority.

Priority 4

- 10.9. The shortfall of £0.25m in priority 4 relates to the transfer of functions/assets to the HDV – the projection remains the same as Q2. Appendix 3d provides a full RAG rated list of savings within this Priority.

Priority 5

- 10.10. Priority 5 is currently projecting that all its savings will be achieved which is similar to projection at the end of Q2. Appendix 3e provides a full RAG rated list of savings within this Priority.

Priority X

- 10.11. Priority X is currently projecting that 70% (£0.51m out of £0.73m) of approved savings will be achieved. Q2 projection was 78% (£0.57m). The reduction relates to projected non-delivery of accounts payable restructure which is under pressure due to continuing delays in implementing the new Procurement Contract System. Appendix 3f provides a full RAG rated list of savings within this Priority.

Council Wide Savings

- 10.12. A corporate savings target of £3.6m relates to council wide savings on redundancy (£1.5m), bad debt provision (£0.70m), procurement (£0.95m), and senior management savings (£0.40m). A significant shortfall of 80% is currently projected for these savings – but a favourable movement from Q2 of 15%. The relevant services are working to develop action plans to deliver savings relating to bad debt provision and procurement, and there has been an improvement in projected achievable savings of £0.56m in procurement (£0.25m), redundancies (£0.25m) and £0.06m in senior management savings (£0.06m). Line by line comment on individual savings, where provided, are detailed at Appendix 3g.

11. Budget Virements

- 11.1. Budget virements are set out in Appendix 4. One-off virements (£98.76m) are budget movements affecting this financial year, whilst permanent virements (£91.04m) are budget movements which will permanently affect the cash limit of the priority.

12. Contributions to strategic outcomes

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

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

Finance and Procurement

- 13.1. This is a report of the Chief Finance Officer and concerns the Council's financial position.

Legal

- 13.2. The Assistant Director of Corporate Governance has been consulted on this report.
- 13.3. Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.
- 13.4. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the over spend.
- 13.5. The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's functions at Part 3 Section C, of the Constitution.

Equalities

- 13.6. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 13.7. This report provides an update on the Council's financial position in relation to planned MTFS savings and mitigating actions to address current budget overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 27th February 2017.
- 13.8. Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process should be subject to new equalities impact assessment.

14. Use of Appendices

Appendix 1 – Directorate Level Forecast (Q3)

Appendix 2 – HRA Forecast (Q3)

Appendix 3 – Detailed MTFS Savings Monitor (Q3)

Appendix 4 – Revenue and Capital Virements (Q3)

15. Local Government (Access to Information) Act 1985

- 15.1. For access to the background papers or any further information please contact Frances Palopoli – Head of Finance Operations

Revenue Budget Forecast as at Q3 (2017/18)

APPENDIX 1

Priority for Report	Directorate	Revised 2017/8 Budget	Period 9 Outturn Forecast	Period 9 Forecast to Budget Variance	Period 8 Forecast to Budget Variance	Movement in Forecast Variance	
PR1 Childrens	CM Assistant Director for Commissioning	2,250,784	2,000,492	-250,292	-232,075	-18,217	▼
	CY Director Of Children Services	51,210,548	54,549,681	3,339,133	3,056,628	282,505	▲
	PH Director for Public Health	6,650,723	6,650,637	-86	-86	0	▼
	SCH Assistant Director for School	5,373,570	6,034,820	661,250	556,416	104,834	▲
PR1 Childrens Total		65,485,626	69,235,631	3,750,005	3,380,883	369,122	▲
PR2 Adults	AS Director for Adult Social Services	81,249,835	84,195,836	2,946,001	2,893,458	52,543	▲
	CM Assistant Director for Commissioning	3,029,703	3,072,927	43,225	54,906	-11,681	▼
	PH Director for Public Health	11,162,129	11,089,255	-72,874	-62,874	-10,000	▼
PR2 Adults Total		95,441,666	98,358,018	2,916,352	2,885,490	30,862	▲
PR3 Safe & Sustainable Places	OPS Director for Commercial & Operations	26,357,021	26,757,985	400,964	308,117	92,846	▲
	PH Director for Public Health	202,766	237,288	34,522	34,522	0	▶
PR3 Safe & Sustainable Places Total		26,559,787	26,995,273	435,486	342,639	92,846	▲
PR4 Growth & Employment	CM Assistant Director for Commissioning	1,057,360	1,032,154	-25,206	-20,369	-4,836	▼
	Alexandra Palace	1,900,200	1,950,000	49,800	49,800	0	▶
	PLAN Assistant Director of Planning	1,674,175	1,601,617	-72,558	-82,988	10,430	▲
	RGEN Director for Housing and Growth	3,091,866	3,733,263	641,397	698,010	-56,613	▼
	RPD02 Director of Regeneration	4,005,853	3,762,020	-243,833	-43,313	-200,520	▼
	V00001 Dir of Regeneration Planning, Development	533,352	421,352	-112,000	-112,000	0	▶
PR4 Growth & Employment Total		12,262,806	12,500,407	237,601	489,139	-251,539	▼
PR5 Homes & Communities	AH03 Community Housing Services	10,904,203	11,662,891	758,688	739,893	18,796	▲
	AH05 Housing Commissioned Services	9,633,556	8,827,403	-806,153	-65,175	-740,978	▼
	RGEN Director for Housing and Growth	0	0	0	51,400	-51,400	▼
PR5 Homes & Communities Total		20,537,759	20,490,294	-47,465	726,118	-773,583	▼
PRX Enabling	C00002 Deputy Chief Executive	440,357	438,257	-2,100	-84,400	82,300	▲
	CE01 Chief Executive Officer	2,600	13,529	10,929	10,929	0	▶
	COM Assistant Director for Strategy & Communication	659,046	608,446	-50,600	-23,272	-27,327	▼
	COOOO F00001 Chief Operating Officer	-112,951	-84,001	28,950	28,950	0	▶
	CUS Assistant Director for Customer Services	5,864,540	5,856,874	-7,666	-6,407	-1,259	▼
	GOV Assistant Dir of Corporate Governance	2,530,383	2,228,883	-301,500	-278,500	-23,000	▼
	Non Service Revenue	17,122,976	14,795,646	-2,327,330	-1,321,055	-1,006,275	▼
	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	322,745	1,099,636	776,891	815,019	-38,128	▼
	Shared Digital Services	1,518,803	1,276,980	-241,823	-227,073	-14,750	▼
	SSC Assistant Director for Shared Service Centre	5,284,148	5,548,446	264,298	253,689	10,609	▲
PRX Enabling Total		35,624,328	33,774,377	-1,849,951	-832,121	-1,017,830	▼
General Revenue Total		255,911,972	261,354,000	5,442,028	6,992,149	-1,550,121	▼
	HSE Housing Revenue Account	0	-1,785,014	-1,785,014	-1,201,411	-583,603	▼
Haringey Total		255,911,972	259,568,986	3,657,014	5,790,738	-2,133,724	▼

HRA Budget Forecast as at Q3

Appendix 2

HRA BUDGET 2017/18	2017/18 Revised Budget	Forecast Spend	Q3 Forecast Variance	Q2 Forecast Variance	Forecast Variance Movement
	£000's	£000's	£000's	£000's	£000's
UE0721 Managed Services Income					
H39001 Rent - Dwellings	(81,838)	(82,031)	(193)	(158)	(34)
H39101 Rent - Garages	(858)	(733)	125	121	4
H39102 Rent - Commercial	(2,139)	(2,139)			
H39201 Income - Heating	(336)	(342)	(6)	(2)	(4)
H39202 Income - Light and Power	(1,204)	(1,201)	3	3	
H39301 Service Charge Income - Leasehold	(7,143)	(7,560)	(417)	(417)	
H39401 ServChgInc SuppHousg	(1,488)	(1,497)	(9)	(10)	
H39402 Service Charge Income - Concierge	(1,554)	(1,546)	8	6	2
H39405 Grounds Maintenance	(1,922)	(1,919)	3	3	()
H39406 Caretaking	(1,544)	(1,541)	3	3	()
H39407 Street Sweeping	(1,626)	(1,623)	3	4	(1)
H40102 Water Rates Receivable	(6,295)	(6,063)	232	217	15
H40404 Bad Debt Provision - Leaseholders	210	210			
	(107,736)	(107,984)	(248)	(231)	(17)
UE0722 Managed Services Expenditure					
H31300 Housing Management WG	23	23			
H32300 Housing Management NT	28	28			
H33400 TA Hostels	237	237			
H34300 Housing Management ST	9	9			
H35300 Housing Management BWF	11	11			
H37210 Under Occupation	123	123			
H39002 Rent - Hostels	(1,996)	(1,967)	29	49	(20)
H39404 Service Charge Income - Hostels	(341)	(336)	5	11	(6)
H40001 Repairs - Central Recharges	2	2			
H40004 Responsive Repairs - Hostels	342	342			
H40101 Water Rates Payable	5,277	5,030	(247)	(247)	
H40104 HousMgmntRechg Cent	107	107		(2)	2
H40111 Other RentCollection	162	162			
H40206 HousMgmntRechg Energ	1,417	1,050	(367)		(367)
H40208 Special Services Cleaning	2,100	2,670	570	400	170
H40209 Special Services Ground Maint	1,680	1,760	80		80
H40212 HRA Pest Control	277	277			
H40303 Supporting People Payments	1,851	1,831	(21)	(53)	32
H40309 Commercial Property - Expenditure	221	221			
H40401 Bad Debt Provision - Dwellings	664	664			
H40405 BAd Debt Provision - Commercial	80	80			
H40406 Bad Debt Provisions - Hostels	68	68			
H40801 HRA- Council Tax	150	150			
	12,492	12,541	49	158	(109)
UE0731 Retained Services Expenditure					
H38002 Anti Social Behaviour Service	736	575	(161)	(161)	
H39601 Interest Receivable	(115)	(1)	114	114	
H40112 Corporate democratic Core	777	777		(13)	13
H40301 Leasehold Payments	(507)	(139)	368	317	51
H40305 Landlords Insurance - Tenanted	288	302	14	14	
H40306 Landlords - NNDR	132	42	(90)	(90)	
H40308 Landlords Insurance - Leasehold	2,017	1,355	(662)	(662)	
H40501 Capital Financing Costs	12,400	12,400			
H40601 Depreciation - Dwellings	18,000	18,000			
H40805 ALMO HRA Management Fee	40,032	40,154	122	27	95
H49000 Housing Revenue Account	15,673	15,673			
H60002 GF to HRA Recharges	2,990	2,999	9	(195)	204
H60003 Estate Renewal	1,876	100	(1,776)		(1,776)
H60004 HIERS/ Regeneration Team	810	859	49	49	
S11100 Emergency Response Management		311	311	388	(77)
S14400 Supported Housing Central	135	250	115	115	
	95,244	93,658	(1,586)	(96)	(1,490)
(Surplus) for the year on HRA Services		(1,785)	(1,785)	(169)	(1,616)

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
	P1 - Childrens						
1.1	Service Redesign & Workforce	300	5	5	25	Red	-
1.2	Early Help & Targeted Response	62	5	4	20	Red	-
1.3	Family Group Conferencing	200	2	1	2	Green	200
1.4	Family Based Placements	100	5	4	20	Red	-
1.5	Care Leavers - Semi Independent Living	25	5	5	25	Red	-
1.6	Adoption and Special Guardianship Order payments	150	5	5	25	Red	-
1.7	Supported Housing	600	5	5	25	Red	-
	Subtotal (New MTFS)	1,437					200
	OLD MTFS (GREEN SAVINGS)						
	Early Years						
1	- remodel Childrens Centres - review borough wide provision of childcare	150	5	5	25	Red	-
	Public Health - 5-19						
3	- recommissioning of services with improved efficiency including school nursing and health visiting	376	1	1	1	Green	376
	Pendarren	220	5	5	25	Red	-
	New Model for Social Care Delivery	900	5	5	25	Red	-
	Services to Schools						
9	- Increasing trading activity and providing high quality services. - Review service offer	148	4	5	20	Red	-
	Restructure in DCT (Family Link) Restructure around Family Link will yeild this saving, although likely to be delivered across two years	120	5	3	15	Red/Amber	50
	Self funded EP Service Through development of a traded service model in Education Psychology stabilised and being tracked, currently able to deliver majority of saving in year 1, with residual delivered in year 2.	350	4	3		Red/Amber	200
	Restructure in SEN and Transport Likely to be delivered across two years	134	-	-	0		134
	Respite Officer (Commissioning) On track for delivery via the recommissioning of Haselmere Respite Centre	168	5	2	10	Amber/Green	-
	Unidentified - Respite/ 0-25 Service Likely to be delivered across 2 years	130	5	5	25	Red	-
	Subtotal (Old MTFS)	2,696					760
	Total for Priority 1	4,133					960

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
	P2 - Adults						
2.1	Supported Housing Review	475	5	5	25	Red	9
2.2	Osborne Grove	-	5	5	25	Red	-
2.3	Fees and charges review	199	5	5	25	Red	44
2.4	Technology Improvement	750	5	5	25	Red	-
2.5	Market efficiencies	1,313	5	5	25	Red	50
2.6	New Models of Care	-	5	5	25	Red	600
	Subtotal (New MTFS)	2,737					703
	OLD MTFS (GREEN SAVINGS)						
16	New Model for Care Management - increased integration with health and other agencies	970	-	-	0		970
14	Promoting Independence Reviews	2,477	5	5	25	Red	1,611
	Subtotal (Old MTFS)	3,447					2,581
	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	Green	200
20	Healthy Life Expectancy - Bringing separate services (stop smoking, exercise etc) together to improve value for money	47	1	1	1	Green	47
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
24	Public Health - restructure the Public Health team to improve efficiency	336	1	1	1	Green	336
	Sexual Health - GUM, local enhanced services, prevention & promotion	742	1	1	1	Green	742
	Other Public Health	75	1	1	1	Green	75
	Total Public Health	1,786					1,786
	TOTAL ADULTS	5,233					3,284
	Total for Priority 2	7,970					5,070

MTFS Savings - P3 - Cleaner and Safer Communities

Appendix 3c

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
	P3 - Cleaner and Safer						
3.1	Charge Green Waste - income generation	375	2	4	8	Amber/Green	375
3.2	Charging for Bulky Household Waste	300	4	4	16	Red	300
3.3	Charging for Replacement Wheelie Bins	100	1	1	1	Green	100
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
3.8	Veolia Operational Efficiencies	200	2	2	4	Green	200
3.9	Rationalisation of Parking Visitor Permits	125	1	1	1	Green	125
3.11	Relocation of Parking/CCTV processes and appeals	-	1	3	3	Green	-
3.12	Move to Cashless Parking	150	3	4	12	Amber/Red	75
3.13	Move to Online Parking Permit Applications & Visitor Permits	-	1	1	1	Green	-
3.14	Parking New IT Platform	-	1	1	1	Green	-
3.15	Increase in CO2 Parking Permit Charge	100	1	1	1	Green	100
	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	3	9	Amber/Green	25
34	Reductions in back office technical and administrative support	250	1	1	1	Green	250
	Subtotal (Old MTFS)	930					930
	Total for Priority 3	2,615					2,540

MTFS Savings P4 Growth and Employment

Appendix 3d

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
	P4 - Growth & Employment						
4.1	Tottenham Regeneration programme	213	-	-	0		213
4.2	Planning service - Increase in planning income	40	2	1	2	Green	40
4.3	Corporate projects - Transfer of functions to HDV	250	5	5	25	Red	-
	Subtotal (New MTFS)	503					253
	OLD MTFS (GREEN SAVINGS)						
48	Planning - Wider restructure reducing to core service	75	-	-	0		75
49	Restructure Economic Development Team to deliver new Strategy	250	-	-	0		250
	Subtotal (Old MTFS)	325					325
	Total for Priority 4	828					578

MTFS Savings - P5 - Housing

Appendix 3e

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
	P5 - Housing						
	OLD MTFS (GREEN SAVINGS)						
59	Housing Related Support commissioning efficiencies	470	3	3	9	Amber /Green	470
60	Unification - Streamline and integrate housing and related functions.	95	3	3	9	Amber /Green	95
61	Achieve year on year efficiencies	200	3	3	9	Amber /Green	200
	Total for Priority 5	765					765

MTFS Savings – Priority X

Appendix 3f

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
	PX - Enabling						
6.1	Legal Services - Reduction in staffing and other related expenditure	-	2	1	2	Green	-
6.2	Audit and Risk Management - reduction in cost on the external audit contract	11	1	1	1	Green	11
6.3	Democratic Services - reduction in staffing	40	1	2	2	Green	40
6.4	Shared Service Centre Business Support - reduction in staffing	300	1	1	1	Green	300
6.5	Shared Service Centre - new delivery model for shared services	-	2	2	4	Green	-
6.7	Shared Service Offer for Customer Services	-	3	3	9	Amber/ Green	-
6.10	Translation and Interpreting Service - new contract	41	1	1	1	Green	41
6.11	Closure of internal Print Room	-	3	1	3	Green	-
6.12	Communications - reduction in staffing	53	1	1	1	Green	-
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	4	4	16	Red	-
	Subtotal (Old MTFS)	116					-
	Total for Priority X	728					511

MTFS Savings – Council Wide

Appendix 3g

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
	Corporate Savings						
6.8	Senior Management Savings	400	3	5	15	Amber /Red	174
6.9	Alexandra House - Decant	-	4	2	8	Amber /Green	-
6.14	Professional Development Centre	136	5	5	25	Red	-
6.16	Voluntary Severance Savings	1,500	2	5	10	Amber/ Green	296
	Subtotal (New MTFS)	2,036					469
	OLD MTFS (GREEN SAVINGS)						
74	BIP Commercial/ Organisation Wide: Barry Phelps	950	3	4	12	Amber/ Red	250
	Bad Debt Provision	700	4	4	16	Red	-
	Subtotal (Old MTFS)	1,650					250
	Total for Corporate Savings	3,686					719

Revenue and Capital Virements (Q3)

Appendix 4

Virements for Approval

						Virements	
Period	Priority	Service/AD Area	Rev/ Cap	One-off	Permanent	Reason for budget changes	Description
4,7,8	1	Children's, Commissioning, Schools and Learning	Revenue	46,671,524	46,317,524	Budget Realignment	DSG budget realignment as per DSG allocation letter
4	2	Adult Social Services	Revenue	3,104,900	3,104,900	Budget Realignment	Adults Social Services salary realignment
5	4	Regeneration, Planning and Development	Revenue	916,800	916,800	Budget Realignment	Realignment of Housing General Fund budget to restructure
6	1	Children's	Revenue	1,245,000	1,125,000	Budget Realignment	Budget realignment as per projections
6	2	Adult Social Services	Revenue	4,407,329	4,407,329	Budget Realignment	Adults budget re-alignment 2017/18
7	All	Council-wide	Revenue	454,000	454,000	Budget realignment	Legal budget realignment as per agreed SLA
7	3	Commercial and Operations	Revenue	781,000		Budget Realignment	MOPAC Grant Funding to offset expenditure
7	1	Children's	Revenue	275,000	275,000	Budget Realignment	Contribution from Housing for Leaving Care porportion of DCLG Supporting People Grant
7	All	Council-wide	Revenue	991,240	991,240	Centralisation of IT budgets	Centralisation of IT budgets
7	All	Council-wide	Revenue	1,143,000	1,143,000	Budgeted Pay Inflation	Budgeted pay inflation for 17/18
7	All	Council-wide	Revenue	424,300	424,300.00	Budgeted Contract Inflation	Budgeted contract inflation for 17/18
7	4	Regeneration, Planning and Development	Revenue	539,346	299,700	Budget Realignment	Budget realignment to align with service restructure/reorganisation within Corporate Property and Special Projects.
8, 9	1	Schools and Learning, Children's	Revenue	24,240,214	22,622,946	Budget Realignment	Technical virement to create separate DSG cost centres
8	5	Housing & CE for HFH	Revenue	1,462,000		Carry Forward underspend	HRA Estate Renewal - Carry forward underspend from 16/17 to 17/18
8	1	Children's	Revenue	3,198,600	3,198,600	Budget Realignment	Budget realignment - merging transports cost centres in SEND area
8	3	Commercial and Operations	Revenue	433,786	433,786	Energy Inflation	Fuel, Electricity and Gas inflation + redundancy
8	2	Adult Social Services	Revenue	686,882		Budget Realignment	Adults' Budget Realignment 2017-18
8	2	Public Health	Revenue	2,552,930	2,552,930	Budget Realignment	Public Health budget realignment
9	1	Children's	Revenue	433,300	433,300	Budget Realignment	Children's Budget Realignment as per P8 projections
9	All	Council-wide	Revenue	319,800		Corp overheads readjustment	Corporate overheads HFH SLA adjustment
9	2	Adult Social Services	Revenue		266,600	Budget Realignment	Adults budget realignment
9	2	Adult Social Services, Public Health, Commissioning	Revenue	1,838,216	1,838,216	Budget Realignment	Adults budget realignment to align with staff movement due to closure and re-organisation of cost/profit centres
9	1	Children's	Revenue	545,000	235,200	Budget Realignment	Re-alignment of Secure Remand Service within External Placements in-line with Mosiac Payments.

Transfers from Reserves - for noting

						Reserves	
Period	Priority	Service/AD Area	Rev/ Cap	One-off	Permanent	Reason for budget changes	Description
5	1	Commissioning	Revenue	700,000		Transfer to reserves	Drill down from DSG reserve for Early Years Block
7	1	Commissioning	Revenue	1,400,000		Transfer from reserves	Reversal and correction of Drill down from DSG reserve for Early Years Block
		Total		98,764,167	91,040,371		

Report for: Overview and Scrutiny Committee 26th March 2018

Item number: 9

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

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

Lead Officer: Andrea Keeble; Commissioning Manager for Active Communities

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

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

1. Describe the issue under consideration

- 1.1 Over the summer of 2015 a Review of Finsbury Park Events was carried out by the Overview and Scrutiny Committee, and a number of recommendations were made (as detailed in Appendix 1).
- 1.2 This report provides a further update (the first update was presented in March 2016) on actions that were agreed by Cabinet on 15 December 2015 (attached as Appendix 1) in response to implementing the Overview and Scrutiny Committee recommendations.

2. Cabinet Member Introduction

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

3. Recommendations

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

4. Reasons for decision

- 4.1 n/a

5. Alternative options considered

5.1 n/a

6. Background information

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

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

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

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

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

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

7. Update on recommendations

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

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

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

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

- 7.5 Recommendation 3 – Terms of reference for the two new groups were written, and regular meetings of the stakeholder group take place. These meetings are chaired by a Councillor. Note that the local business stakeholder group is now amalgamated with the residents and local user stakeholder group, and this works well.
- 7.6 Membership of the stakeholder group is representative of all three boroughs.
- 7.7 Recommendation 5 – An independent acoustic consultant conducted a review into noise monitoring. Recommendations were implemented at subsequent events. Frequently asked questions regarding noise monitoring, how it is done etc have been developed and is now available on the Council website.
- 7.8 Recommendation 12 and 13 these have been implemented in full.
- 7.9 All other recommendations are being progressed, but note that the ongoing legal challenges have slowed progress on recommendations 14 and 15.

8. Contribution to strategic outcomes

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

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

- 9.1 Finance and Procurement
Since 2015, implementing the agreed recommendations, has been contained within existing budgets. If this subsequently proves not to be the case then funding will be taken from events income.
- 9.2 Legal
Under Section 9F of the Local Government Act 2000 ("LGA"), Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitants of its area. Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations.

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

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

9.3 Equality

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

10. Use of Appendices

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

11. Local Government (Access to Information) Act 1985

- a. Report of Overview and Scrutiny Committee –Finsbury Park Events Scrutiny Project -

[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$CoverReportFinsburyParkEventsScrutinyProject2.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$CoverReportFinsburyParkEventsScrutinyProject2.docx.pdf)

- b. Finsbury Park Events Scrutiny Project: Appendix 1, 1a and 1b -
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$Appendix1FinalProjectReportwithAp1aandAp1b.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$Appendix1FinalProjectReportwithAp1aandAp1b.docx.pdf)
- c. Finsbury Park Events Scrutiny Project: Appendix 1c -
<http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/Appendix1cFinsburyParkEventsScrutinyProject.pdf>
- d. Finsbury Park Events Scrutiny Project: Appendix 1d -
<http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/Appendix1dTofRFinsburyParkEventsStakeholderGroup2.pdf>
- e. Finsbury Park Events Scrutiny Project: Appendix 2 -
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$Appendix2Recommendations.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$Appendix2Recommendations.docx.pdf)
- f. Haringey's Outdoor Events Policy -
<http://www.minutes.haringey.gov.uk/Published/C00000118/M00006442/AI00035723/OEPCLEAREDCOVERINGREPORT.pdf>
- g. Haringey's Health and Wellbeing strategy 2015 – 2018 -
http://www.haringey.gov.uk/sites/haringeygovuk/files/final_health_and_wellbeing_strategy_2015-18_0.pdf

This page is intentionally left blank

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

Overall comments on the report				
	The Council welcome this report as a positive contribution to addressing the needs of the local community while major events are held in Finsbury park. The programme of major events for the summer of 2018 is currently being devised and the actions taken in view of the recommendations made by the Committee will positively contribute to the running of those events.			
	Recommendation	Response (Agreed / Not agreed / Partially agreed)	Who and when	Update – Current Progress, March 2018
1	The Cabinet Member for Environment is recommended to work with the Council's Communications Team to develop a communication plan providing stakeholders, in Haringey, Hackney and Islington, with greater transparency about how income from events held in Finsbury Park is used. This should include circulating information at the end of September, the end of event season*, to:	1) Agreed We recognise that there is scope for improving communication regarding the positive outcomes of major events, especially across borough boundaries and welcome this recommendation. It is proposed that an annual report is produced.	Cabinet Member for Environment and Head of Commissioning and Client Reviewed annually	A communications plan is developed annually with focus on how event information is communicated to residents, businesses and stakeholders. In March 2018 a newsletter will be distributed to approximately 13,000 residents and businesses around Finsbury Park. This will be the third leaflet distributed since 2016 updating residents on the benefits that events bring to Finsbury Park and the borough.
(a)	Confirm how much money is generated from events held in Finsbury Park;	a) Agreed		The leaflet details how the Environmental Impact fee, collected from event organisers, has been distributed to various voluntary and charitable organisations in the park. For example, Pedal Power, a disability cycling
(b)	Make clear that all income from events is ring fenced back to the parks budget;	b) Agreed		

<p>(c)</p> <p>(d)</p>	<p>Identify how local residents, businesses and ward councillors can contribute to decisions on how income from events is spent, including work in other local parks;</p> <p>Provide information on how money from previous years has been spent, including updates on projects and improvements.</p> <p>(*In view of the timing of this scrutiny report, for 2015, it is recommended that this information is shared with local stakeholders as quickly as possible.)</p>	<p>c) At this point in the year we would be seeking priorities for spend against the following year's income. Will be seeking expressions with (annual report)</p> <p>d)Agreed</p>		<p>organisation has received a grant to fund the purchase of specialist bikes.</p> <p>Further information is also detailed around the planned events for the year</p> <p>This will continue to be distributed annually, in March, as a way of updating local residents on events.</p>
`	<p>The Head of Direct Services is recommended to develop a Frequently Asked Questions document for Finsbury Park Events. This should be made available online via the Council's website http://www.haringey.gov.uk/finsbury-park by the end of December 2015 with consideration given to how this information could be used to develop the communication plan (recommendation 1 above).</p>	<p>Agreed</p> <p>As above this is a welcome recommendation to improve all aspects of communication around major events.</p>	<p>Head of Commissioning and Client</p> <p>Reviewed annually</p>	<p>Event FAQs are now available on the council's website – www.haringey.gov.uk/finsburyparkevents</p> <p>These are reviewed and updated in March and October each year.</p>
3	<p>To help manage the competing needs and options of different stakeholders, including those from neighbouring boroughs, the Cabinet Member for Environment is recommended to review the terms of reference for the Finsbury Park Events Stakeholder Group. This should be completed before the end of December 2015 with consideration given to:</p>	<p>Agreed</p>	<p>Cabinet Member for Environment and Head of Commissioning and Client</p> <p>Reviewed annually</p>	<p>The Terms of Reference for both groups was developed in 2015.</p> <p>The stakeholder group for residents and local user groups is chaired by a Councillor and the Terms of Reference is reviewed regularly.</p>

(a)	Setting up two distinct groups – one for local residents and one for local business – to ensure feedback from both is used to help with event planning and to address local concerns around major events.			The stakeholder group for businesses is now amalgamated with the stakeholder group for residents and local user groups and this format is working well.
	(b) A ward councillor from Haringay or Stroud Green being nominated as the Chair.			Membership of the Stakeholder group is representative of all three boroughs.
	(c) Ensuring fair representation from all the groups participating.			
4	To ensure local stakeholders, including ward councillors and residents, in Haringey, Hackney and Islington, are aware of all the events that take place in Finsbury Park, the majority being community or charity based, the Head of Direct Services is recommended to work with the Assistant Director of Communications, to review how information about future events is shared electronically or otherwise) to ensure greater awareness of all events.	<p>Agreed</p> <p>This recommendation is supported and a full 12 month Communication Plan is being developed.</p> <p>This will go live in January each year with regular updates across a variety of media channels.</p>	<p>Events & Partnerships Manager</p> <p>Reviewed annually</p>	<p>This is detailed in the Communications Plan.</p> <p>Residents and stakeholders are communicated with in a variety of ways. Including:</p> <ul style="list-style-type: none"> • Annual newsletter • Social media • Council webpage • A letter to 20,000 households across the 3 boroughs prior to major events. There will be 4 letters in 2018 • Stakeholder emails • Stakeholder meetings • Park signage
5	The Committee welcomes the Council's commitment to review the way in which noise at Finsbury Park is monitored. It is recommended that the independent	<p>Agreed</p> <p>A public document will be published on the Council's</p>	<p>Licensing Team Leader</p> <p>Reviewed annually</p>	Noise monitoring of major events, by the independent acoustic consultant occurred in 2015.

	acoustic consultant's findings and any action to be taken by the Council as a result, be made available to all stakeholders, before the end of December 2015, to make the monitoring process more transparent and better understood.	<p>website with recommendations.</p> <p>The full publication of this will be detailed in the Communications Plan.</p>		<p>Subsequently the organiser engages their own noise consultant to monitor noise and the Council's noise team also monitor noise levels and the organisers noise monitoring and response.</p> <p>The review undertaken in 2015 did not yield any significant matters that the Councils existing noise management plan did not already cover. The report mentioned reducing the number of monitoring points on Seven Sisters Road but given the importance of noise monitoring in this area, noise monitoring points along Seven Sisters Road have remained as per 2015</p> <p>FAQs regarding the way noise is monitored have been developed and are currently on the Council's website.</p>
6	Moving forward, it is recommended that as part of the process for developing an Event Management Plan further consideration should be given, by the various agencies and event promoters, to the location and design of speakers and stages to help minimise noise disturbance.	<p>Agreed</p> <p>Will be included as part of the Safety Advisory Group discussions.</p>	<p>Licensing Team Leader</p> <p>Ongoing</p>	<p>This is ongoing and will be a matter of discussion at the individual event Safety Advisory Group Meetings as the year progresses.</p> <p>Adaptations, based on monitoring and complaints, have been made over a number of years which have reduced the impact of noise on residential areas.</p> <p>In 2018 there will be a particular focus on monitoring low frequency noise, in</p>

				relation to the feedback around the perception that buildings are vibrating.
7	The Head of Direct Services and Licensing Team Leader are recommended to work with the Feedback and Information Governance Team to review the process for logging event complaints. There should be one point of contact to: (a) enable appropriate and timely responses from the Council, event promoters and/or other agencies to complaints received from residents in Haringey, Hackney and Islington; (b) enable greater understanding of the issues raised; and (c) ensure lessons can be learnt from the feedback received.	Agreed	Head of Commissioning and Client and Licensing Team Leader Reviewed annually	The principal of one point of contact that is hosted by the council has been established with the major event organisers. The process is reviewed annually with organisers and Islington and Hackney.
8	To ensure improvements are made in relation to crowd management, including security and stewarding, it is recommended that the Safety Advisory Group give consideration to the following issues when advising on future events:	Actions a – e will be included as part of the development of the Event Management Plan for each event.	Head of Commissioning and Client and Licensing Team Leader	These are ongoing and will be developed through the Safety Advisory Group Meetings for individual events as the year progresses.
(a)	The need for all relevant agencies to be in the control room during an event.	Agreed	Ongoing	Each event will have its own requirements which will be reflected in the Event Management Plan.
(b)	The security arrangements for both in and outside the park should be reviewed. This should include consideration of increased police resource and importantly the use of more SIA accredited stewards who can work alongside council officers.	Agreed		

(c)	In addition to stewards receiving appropriate briefings from the event promoters' stewards should also receive a briefing from council staff to ensure local knowledge / information about the area is passed on.	Agreed		
	(d) Resources should be set asides to ensure stewards, working in pairs with suitable local knowledge, can provide a visible presence in local side roads, ensuring sign posting to public toilets, public transport and other local facilities.	Agreed This item will also be incorporated as a condition of hire of the park.		
	(e) The introduction of a robust three-stage entry system, using the existing site footprint, to improve ingress arrangements minimising the opportunity for anyone to enter the site without a ticket.	Agreed This will only be appropriate at major events of circa 45,000 attendance.		
9	The Head of Traffic Management is recommended to review Controlled Parking Zone (CPZ) arrangements to ensure they are appropriate for events held in Finsbury Park with consideration given to CPZ timings being consistent across the three boroughs during events.	Agreed Any recommendation to be implemented prior to first major event in 2016.	Head of Traffic Management Reviewed annually	This will be considered, subject to necessary permissions and available budgets, as part of the 2018 parking plan.
10	As part of the licensing process each event promoter should be asked to submit additional information, as part of their Event Management Plan, to explain how the take down and handover process will be	Agreed The street cleaning arrangements are currently split between four	Head of Commissioning and Client and Licensing Team Leader	Since 2016 major event organisers have provided the council with a zonal map detailing the phased approach to build and break of the events. These maps show which parts of the event area are

	managed and signed off. This should include information concerning the street cleaning (and bin collection) schedule for streets affected across Haringey, Islington and Hackney.	organisations. Consideration is currently being given to simplify this to one provider.	Ongoing	closed off and opened, at specific stages of the build and break. Organisers are also required to provide a full cleansing schedule as part of their Event Management Plan. This is discussed in full at the Safety Advisory Group meetings.
11	Following the take down, the Head of Direct Services is recommended to develop a recovery action plan. This should: (a) list any damage, recorded as part of the post event site inspection; (b) detail the repair work that's required (with costs); and (c) provide clear dates for the completion of each maintenance task. This information should be shared with stakeholders (making it clear that the cost of any damage is paid for by the event organiser, not the Council).	Agreed This will form part of the Communications Plan each year.	Head of Commissioning and Client Following each major event	A Recovery Plan is developed, each year, detailing the works required and the timetable for repairs. The Plan is discussed with the Stakeholder group. Repairs are covered by the damage deposit for each event. If the repairs cost more than this then as per the contract with the Event Organiser the company will be charged additionally.
12	To limit the impact events in Finsbury Park have on the local community it is recommended that:		Head of Commissioning and Client	These items are all now implemented.
(a)	Summer holidays should continue to be excluded from any major event booking period and importantly Finsbury Park should be returned, and be in full use, before the start of the summer holidays;	Agreed Contained within the current Outdoor Events Policy.		
(b)	The number of events (five) and duration (a maximum of three days per event), allowed in the policy, should not be increased any further;	Agreed Contained within the current Outdoor Events Policy.		

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

	bright colours or lights) to help prevent the promotion of smoking; and that (b) any evidence arising from this year's events in relation to tobacco products be reviewed by the Licensing Team Leader in advance of future events.	Evidence will be reviewed.		Reviewed annually and to date event organisers fully compliant.
14	The Cabinet member for Environment is recommended to develop a 3-5 year programme of events for Finsbury Park to enable all stakeholders to better prepare and plan for events.	Agreed Will work towards this to commence in 2017.	Cabinet Member for Environment and Head of Commissioning and Client	Ongoing – research has commenced with neighbouring boroughs and also with other organisations that can assist the council in developing its approach. Note that progress regarding this has been slowed due to the ongoing legal challenges
15	In developing a 3-5 year events programme for Finsbury Park the Cabinet Member for Environment is recommended to give consideration to:	Agreed	Head of Commissioning and Client Ongoing	As above in 14.
(a)	Delivering events that reflects the diversity of Haringey's population. This should include providing opportunities for local artists / bands to show case their talent during events held in Finsbury Park.	The hire of the park is subject to market demands particularly for major events. Therefore diversity must be considered across the commercial, charity and community events held across all parks.		
(b)	Using the expertise and knowledge from across the council to deliver a mixed and diverse range of events that help the Council to achieve objectives set out in the Corporate Plan.	Officers from across the council will work together to deliver this.		

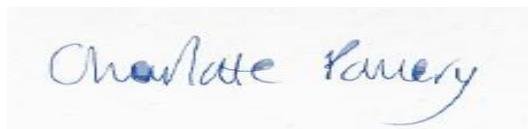
(c)	The provision of event space for local community groups, charities and businesses to promote their work during events.	Where possible each major event will include opportunities for this to take place.		
(d)	Encouraging more members of the public, including community groups and charities, to hold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

This page is intentionally left blank

Report for: Overview and Scrutiny Committee: 26 March 2018

Item number:

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



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 an 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 ninth 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 December 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 solutions/automation. 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.
- 3.4. 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. 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 December 2017)

- 4.1. The five Priority dashboards illustrate that amongst the many outcomes that we are seeking to achieve, whilst there have been many 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 ninth update of the dashboards shows progress against the objectives set out in the Corporate Plan 2015-2018 as we approach the end of this Corporate Plan period. The evidence illustrates a mixed picture across priorities and objectives with some areas where more 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 4) – **Healthy schools status:** targets have now been achieved. We currently have 40 schools or 50% with bronze status exceeding

the target of 35. We also have 18 schools (26%) with silver healthy school status meaning that both targets have been achieved ahead of the April 2018 schedule.

- Priority 1 (Objective 4) – **Overweight or obese year 6 children**. The latest National Child Management Programme Data has shown a slight decrease in the percentage of 10-11 year olds who are overweight or obese to 37.6% from 38.4% in 2015/16. The target to reach 35% has not yet been achieved but Haringey has seen an improvement to below the London average. Over the same period of time, the overweight and obesity levels for London in 2016/17 have increased since the previous year whilst the national figures remained the same.
- Priority 1 (Objective 4) – Latest data shows 88% of **16-18 year olds are in Learning** in Haringey. Our Not in education, employment or training (NEET) rate remains lower (better) than England's, however it is higher when the "not Knowns" are included. A marked improvement in the all England "in learning" rate means despite a strong improvement, Haringey remains lower (worse) than the national average, but ahead of our 2018 London based target with potential to overtake the national rate (currently 92%) by 2018.
- Priority 2 (Objective 1) – **Mortality Rate from cardio vascular disease** has seen significant improvement from a rate of 90.6 per 100,000 in 2013-15 to 84.6 in 2014-16 putting Haringey well on track to meet the statistical neighbour best of 80.7 per 100,000 population by 2016-2018. This latest data moves this indicator from red to green. Under 75 mortality rate from strokes have also reduced significantly with a rate of 17.7 per 100,000, a 21% decrease since 2012-14, bucking the upward trend and closing the gap with our statistical neighbours and London. Haringey now has the 8th highest rate of early death from stroke but this has come down from the highest rate across London.
- Priority 2 (Objective 1)- **Patients with diagnosed and controlled hypertension** has improved from 41% to 42% in 2016/17. The 41% relates to an estimated population of 24,093 which although still not quite achieving the 45% is increasing as is the diagnosed but not controlled proportion now at 13% against a 12% target. This progress puts us on track to achieve London's best diagnosed and controlled high blood pressure rate target of 45% by 2018/19.
- Priority 3 (Objective 5) – **Fear of Crime**- latest data for the rolling year to September 2017 saw a 4% reduction to 33% in worry about crime continuing the falling trend from quarter 1 which fell by 5% over quarter 4 2016/17. Haringey is now only 4% points above our 29% corporate target.
- Data for this indicator is taken from a Public Attitude Survey (PAS) which is a London-wide rolling survey measuring attitudes towards policing, their priorities and experiences throughout the year. It is based on a random sample of households across London's 32 boroughs. Figures are based on results for the most recent 12 months of interviews. For the question "to what extent are you worried about crime in your area", there has been an average of 402 respondents per quarter in the last year in Haringey. London's falling trend appears to have bottomed out, holding at 29% in quarter 2. Compared to the

same period in 2016 London has seen a relatively small reduction of 2% compared to a significant 9% decrease in Haringey for the same period. Whilst Haringey has not yet achieved the Corporate Plan target, the improvement and significant partnership activity to work with our communities and enable people to feel safe and proud of where they live and work was worthy of mention.

- **Priority 3 (Objective 3) – Bus Reliability.** Haringey measures the probability of bus wait times of more than 10 minutes as a measure of how congested Haringey's roads are. A low probability of waiting under 10 minutes represents longer journey times on buses and acts as disincentive to use public transport, not in line with our objective to get more people cycling, walking and using public transport. In quarter 2 covering the period 24Jun17 - 15Sep17, Haringey recorded 87.2% probability of waiting under 10 minutes for a bus, 1 percentage point up on quarter 1. This continues to outperform London (83%) and keeps us on track to achieve our corporate target of 88% by 2018.
- **Priority 4 (Objective 1) – Investment in Transport-** £421.4m million investment in transport funding for services has been secured over the last 3 years. This includes HMT and TfL funding for preparation of Crossrail2 business case (this has now been calculated on a pro rata basis, by number of stations in Haringey), and £2.85m of LIP funding has been confirmed for 2017/18 in the last period, changing this indicator to Green and exceeding the £374.3m funding target for this objective to enable growth by securing key infrastructure.
- **Priority 5 (Objective 2) Homelessness preventions as a percentage of approaches.** We continue to see increased levels of prevention resulting from work undertaken to reach households earlier. To date 41% of households who approach have been prevented from becoming homeless, keeping us on track to exceed the Corporate Plan target by the end of 2017/18. The number of homelessness acceptances are also on a reducing trend compared to the same point last year and despite a drop in cases closed in quarter 2, prevention activity has remained steady with 223 homelessness preventions achieved in quarter 2.

4.7. Based on exceptions the following objectives may be worthy of further consideration as these present some current challenges:

- **Priority 1 (Objective 5) The rate of Referrals to Children's social care** continues to increase and remains higher than our target to have one of the lowest referral rates in London. The rate of referrals to social care increased nationally during 2016/17 but Haringey has seen a much steeper increase with this year's projected rate now at almost 750 per 10,000 population up from 650 in 2016/17 representing over 4,000 referrals.
- This means that Haringey's increased activity at the front door/single point of access has not and will not achieve the ambitious reduction to a referral rate of c400 per 10k population. Haringey's new Multi-Agency Safeguarding Hub went live on Monday March 5th 2018. Multi-agency safeguarding partners are now co-located, allowing for effective safeguarding responses to concerns regarding children and young people. The MASH will also offer advice and

support on alternative pathways to help for families if the threshold for social care intervention is not met.

- Priority 1 (Objective 5) **Secondary school fixed term exclusions** increased by 19% between 2014/15 to 2015/16. The trend indicates a further increase based on a comparison between Autumn/Spring 2015/16 and Autumn 2016/17 Autumn/Spring school census data 2016/17. However, from data forwarded by schools (not via Census) four secondary schools are below the national average for fixed term exclusion. Of the four schools, three were historically the highest excluding. An update on the published data from DfE is not expected until July but DfE statistical returns show a rise of 15% across the UK between 2014/15 – 2015/16. Many factors are considered to affect the increase but there is no significant consensus on a single factor. To address the trend, a pilot approach using an Inclusion Panel has been established. This collaborative, multi service approach will co-ordinate better our work to support the social and emotional health needs of children and young people with disproportionate rates of school exclusion and poor attainment at an earlier stage and in a joined up way.
- Priority 2 (Objective 4) – The rate of **Delayed Transfers of Care (DTOC)** has increased. Between April and December 2017 the rate of DTOC delayed days per 100,000 population was 2,623, a 9% increase in the rate per 100,000 population compared to the same period in 2016/17. We are no longer on track to meet the Better Care Fund stretching target or our Corporate Plan target.
- There have been 5,748 actual DTOC delayed days. This is an 11% increase on the same period last year or 565 more delayed days. Discharge to Assess has been piloted and pathways 0, 1 and 2 are fully operational at North Middlesex University Hospital and Whittington. A Single Point of Access in place for all hospital discharges. Discharge to Assess Pathway 3 (complex discharges) to be fully operational, and will impact on some challenging DTOC cases. Haringey is leading on roll-out of Discharge to Assess across North Central London.
- Priority 2 (Objective 3) – **Permanent residential and nursing care home admissions for the 18-64, population.** There has been an increase in admissions to residential and nursing care homes compared with the same period last year. There have been 15 admissions for the 18-64 age group against 12 in the same period last year. This means that the 0% increase target against 16/17 admissions has not been achieved but also that the current rate of admissions as at February 2018 is already exceeding the 16/17 annual rate hence this measure has a red rag status.
- Priority 3 (Objective 5) – **Robbery-** There were 1,780 robbery offences in Haringey, a significant 55.9% increase (+638) greater than the 33.8% London rise for the same period. Haringey's rate of 6.39 per 1,000 population is consistently higher than London (3.38) but significantly less than Tottenham's rate of 9.98. Haringey is prone to greater fluctuations in robberies than some other boroughs with several offences occurring around the transport hubs of Seven Sisters and Turnpike Lane. The current level of robbery (1,805 in the year to 14 December) and personal robberies, both showing significant increases on the same period last year mean that Haringey is forecast to miss

the Corporate Plan target to reduce the robbery rate to 4.03 per 1,000 population.

- Priority 3 (Objective 5) - **Violence with injury (VWI)**- there have been 3,047 VWI offences (inc. Domestic Abuse) in Haringey, a 4% increase (+119) just above the 2% London rise for the same period. The latest data to 14 December shows a 5.7% increase on the same period last year. Haringey's rate of 10.94 per 1,000 population is consistently higher than London (8.75) but again significantly less than Tottenham's rate of 13.98. Much of the non-domestic VWI occurs in and around our town centres in Wood Green and Tottenham which accounts for Haringey's volume but means that we are forecast to miss the March 2018 target rate of 6.09 per 1,000 population.
- Priority 4 (Objective 2) – **Businesses with Superfast Broadband**- In 2015/16, the Government/GLA Broadband Connection Voucher Scheme funded 295 Haringey businesses to secure superfast broadband. The target was for 1,000 Haringey businesses to be connected with superfast broadband over the 3-year Corporate Plan period. This target is unlikely to be achieved because the GLA funding for broadband finished at the end of 15/16- and no other external funding for broadband was available after this scheme.
- However in August 17, the LBH Economic Development team made a first stage bid to the new DCMS broadband funding programme - for funding to implement an ultra-fast broadband scheme in Haringey. Since the first stage bid, DCMS has changed the bidding arrangements and timetable. We are currently awaiting the DCMS funding prospectus and timetable for the next stage of the bid. It is anticipated that the next stage bidding round will be in May/June 18. Once the DCMS makes the next stage bidding announcement, LBH will be in a position to put in a bid for funding to improve broadband infrastructure and connectivity in the borough's business locations and regenerations areas.
- Priority 4 (Objective 5) – **All measures under this objective are currently ragged red.** In terms of gross development value of projects in Wood Green and Tottenham, we are behind the 1.7 billion 2018 target with 613.3 million achieved so far. This is due to less than projected planning consents so far; however, given the future pipeline of sites, targets are expected to be met by 2017/18. On new commercial space consented the original target was based on a large amount of commercial floor space from THFC planning application. This was determined in 2016/17 and although square meterage in that year was overachieved, Haringey remains behind the March 2018 target albeit there is confidence that over delivery in 2017/18 will enable the target to be achieved by the end of the Corporate Plan period. Revised gross consented figures and targets have been derived from the Area Action Plan baselines.
- Borough wide units consented are also behind target as at quarter 2 with 3,346 units consented since 2015/16 against a cumulative target of 4,506 over the 3-year period although there is confidence that consents in the latter part of 2017/18 will move this indicator to green. Tottenham housing zone consents are also behind target largely due to developer confidence given Tottenham's

Housing Zone status but are expected to exceed the target unit consents for major schemes in 2017/18 moving this indicator to green status.

- The target for Wood Green units consented over a 3-year period is 958 but as at quarter 3 2017/18 zero units have been consented so far. Wood Green is at a much earlier stage of the process compared to Tottenham but again there is confidence that the target will be achieved by the end of the Corporate Plan period. Applications for St William, Clarendon Gasworks and Workspace Chocolate Factory have been submitted and if planning consent is approved, these would overachieve against the number of units targeted. Delays and time lags in planning application consent for the Chocolate Factory and Iceland site are the reasons for the red Rag rating at this stage.
- Priority 5 (Objective 3)- **Drive up the Quality of housing for all residents.** At the end of the third quarter, 80.5% of Council homes were decent – against our target of 81% decency for the end of the year. Whilst this shows good performance by Homes for Haringey to meet this local target, it is also recognised that this means that one in five Council tenants live in a non-decent home.
- Haringey's performance compared to other boroughs is poor with Haringey ranked at 27 out of 29 authorities with social housing stock in London in terms of this measure. This is primarily caused by resource constraints in the Housing Revenue Account (HRA), which have meant that the Council has had to spread Decent Homes spend over a longer period of time. Work has been undertaken to produce a revised MTFS for the HRA and this has identified more resources for investment in the Council's housing stock, which will lead to a more challenging target to be set in subsequent years.
- Priority 5 (Objective 2) - **To reduce rough Sleeping in Haringey.** For the second consecutive quarter Haringey has recorded some of the highest numbers of rough sleeping it has ever seen, which are also significantly higher than the same quarter in 2016/17. 59 people were seen rough sleeping by outreach services in Quarter 1 and 60 in Quarter 2. The increase was assumed to be as a result of Haringey commissioning a specialist outreach service however the continuing year on year increase suggests that the increase may well be real and not just as a result of increased resources to monitor. The situation will be monitored closely in partnership with the Haringey Street Outreach Team.
- The Rough Sleeping Strategy was approved at Cabinet on Tuesday 6th March. A Delivery Plan and Rough Sleeping Strategic Steering Group will inform the delivery of the commitments made through the strategy. Additional funding to increase outreach work has been requested.

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>

This page is intentionally left blank

Report for: Overview and Scrutiny Committee, 26th March 2018

Item number: 11

Title: Social Housing Scrutiny Report

Report authorised by: Cllr Emine Ibrahim: Chair, Housing and Regeneration Scrutiny Panel

Lead Officer: Philip Slawther, Principal Committee Coordinator. Tel: 020 8489 2957

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 The Housing and Regeneration Scrutiny Panel have produced two reports on the Haringey Development Vehicle (HDV), a joint venture between the Council and a private partner, to support local housing and regeneration ambitions. The interim report on the governance arrangements was approved by Overview and Scrutiny Committee (OSC) on 17th January 2017 and the recommendations were considered by Cabinet on 14th February 2017. Following this interim report, the panel undertook further work on the HDV, in the lead up to final Cabinet approval of the HDV on 3rd July 2017. The final HDV report was approved by OSC on 13th June 2017 and Cabinet considered the recommendations on 3rd July 2017.
- 1.2 Following Cabinet's decision to establish the HDV on the 3rd July, the Panel agreed to set up a scrutiny review project into the wider remit of social housing. Although the two areas of work are separate, the previous reports on the HDV have been instructive in determining the scope and background to this report. In its review of the proposals for the HDV, the Panel raised significant concerns about the efficacy of the HDV and the extent to which the homes built would be genuinely affordable for residents. In response to those concerns, the Panel sought to examine other models of regeneration and estate renewal from across the country, to see what other options were available to local authorities and the lessons that could be learnt.
- 1.3 The provision of social housing is a significant issue facing both local and national government and there is widespread recognition of the need to address the issue. For the purposes of this report, social housing is defined as housing at social rent levels. In carrying out a scrutiny review on social housing, the panel felt that delivering more social housing was a crucial factor in addressing the current housing crisis. With this in mind, the panel undertook

a high-level review of social housing, focusing on national, regional and local issues.

- 1.4 By examining social housing at the national, regional and local level, it was anticipated that there would be clear parallels to be drawn with other local authorities who were suffering from similar pressures on housing services and operating within the same challenging financial constraints. However, it is also recognised that there is no one-size-fits-all solution to meet the housing crisis. Particularly when accounting for the high cost of building new homes in London, the acute shortage of affordable housing, and the pressures on temporary accommodation in Haringey.
- 1.5 Further development of the rationale and the background context in undertaking the report is set out in a number of publications and articles listed below.

“Our broken housing market is one of the greatest barriers to progress in Britain today.” ([White Paper - “Fixing our broken housing market”: February 2017](#))

“For years, residents on many council and housing association estates across the UK have seen their areas neglected by councils and treated as no-go zones by locals. In the media, the people living on these estates have been described as spongers and trouble makers.” ([Dispossession: The Great Social Housing Swindle](#))

“All too often social housing residents tell us that they feel like second-class citizens and that politicians simply don’t care about them.” ([New Statesmen: August 2017](#))

“The scale of the housing crisis is now so grave that only a paradigm shift can begin to address it.” ([New Statesman: June 2017](#))

“The challenge is clear enough: the long-term undersupply of new homes, particularly genuinely affordable homes, is leaving millions of working people facing soaring private rents, while high house prices bar more and more first time buyers from getting on the housing ladder. Meanwhile short term tenancies prevent families from putting down roots in their community, and inadequate funding means the housing safety is not always there to help people when they need it.” ([Shelter: June 2017](#))

“London’s housing market is not currently meeting Londoners’ needs.... more and more families are forced to live in poor conditions, lack long term security and face a higher risk of homelessness. Tens of thousands of Londoners are stuck in temporary accommodation because of the acute shortage of social housing.” ([Shelter: February 2017](#))

“More than a million households living in private rented accommodation are at risk of becoming homeless by 2020 because of rising rents, benefit freezes and a lack of social housing, according to a devastating new report (by Shelter) into the UK’s escalating housing crisis. ([The Guardian: June 2017](#))

“(Many households will) “be victims both of high private rents and of government restrictions on benefit, both of which stem from the failures of housing policies for more than 30 years....(These) findings will place greater pressure on the government over housing policy following the Grenfell Tower fire disaster... ” ([The Guardian: June 2017](#))

“Rents are high because housing is scarce and property values high, and because millions excluded from both owning homes and living in social housing have nowhere to go but the private rental sector. Benefit is being restricted not only because of generalised austerity but also because the total housing benefit bill has been pushed up by the reduction of publicly-owned housing, thanks to the right-to-buy policy introduced under Margaret Thatcher and by restrictions on local authorities’ ability to replenish their stock.” ([The Guardian: June 2017](#))

“The result is that they have to pay market rates to private landlords, when they might have housed them in their own properties. The victims of this failure of policy are those least able to afford it.” ([The Guardian: June 2017](#))

“The role of government in housing is partly planning, to encourage new homes to be built in the places where they are needed, to use land well and create neighbourhoods rather than assemblages of units, to make garden cities rather than sprawl, and tall buildings that are landmarks rather than eyesores. It is also to build when private companies won’t. This is not a radical socialist agenda but established policy of different administrations, both in Britain and elsewhere, for more than a century.” ([The Guardian: June 2017](#))

“If something good is to come of the Grenfell Tower disaster, it will be the attention it brings to the current state of housing in Britain, in particular for people on low incomes.” ([The Guardian: June 2017](#))

“Social housing is a vital, much needed housing tenure and more must be done to ensure it is safely managed and resourced. The residents’ voice is a critical part of that.” ([John Gliesen, Chair of tenant engagement experts Tpas, Evening Standard, September 2017](#))

“Involving residents in service design and the governance of the organisation has not only helped improve customer satisfaction, it’s also helped reduce costs. Residents are experts at identifying areas where landlords are over or under serving.” ([Paul Hackett, Chief Executive of Housing Association Optivo, Evening Standard, September 2017](#))

2. Recommendations

- I. That the Overview and Scrutiny Committee considers the findings of the Housing and Regeneration Scrutiny Panel and agrees the recommendations attached at **Table 1**.
- II. That, subject to any comments or amendments the Committee wish to make, that this report be submitted to Cabinet, on 19 June 2018 for a response.

3. Table 1 – Recommendations of the Panel

Number	Recommendation
1	That the Council should positively promote images of living in social housing through our communications activities. The Council should be proud of its investment in social housing. It should promote its tenants as a being from all walks of life and representative of what it means to live in Haringey. Haringey should not only be promoted as a place for people to move their businesses to and buy homes, we should also present images of a borough that listens to our tenants.
2	That the Council actively seek to change legislation on service charges meaning that all residents of a development irrelevant of their service charge can use the same entrance. Explore the possible use of concessions for social tenants.
3a	That the Council establish a wholly council owned development company to start building housing.
3b	A target of 1000 council homes to be built by the council by 2022 through a combination of direct build and a wholly owned development vehicle. This should be in addition to properties built at affordable rent levels by external developers.
3c	The affordability target for developments to be enforced at 50% and the setting of a maximum threshold within that target which is allowed at 80% market rent meaning that when a development comes forward only a limited proportion is at the top end of 80%.
4	The Council should in addition look at a variety of approaches, each one relevant to the individual site. This should include encouraging Community Land Trusts and Housing Cooperatives.
5	That the Council set in place a local policy that student housing does not contribute to the affordability mix.
6	Haringey needs a robust mix of different sized properties, especially more family homes. That the Council set and

	enforce clear targets on numbers of bedrooms in new developments
7	That a feasibility report be produced on the development of an in-house project team of architects, urban planners, and other professionals, to help improve quality and supply.
8	That there be no sale of council land to companies for developments that fall below minimum size standards. That homes developed to the GLA minimum liveability standards should not be accepted in the affordability mix.
9	That all social housing in the borough should be built to the highest design and liveability standards. This should include resident involvement so we can find out what people actually want, rather than telling them what they want.
10	That all new social housing units built, with more than one bedroom, have separate kitchens.
11	To use the capital budget to help bring the Council's housing stock up to the decent homes standard as soon as possible.
12	That the council strongly considers whether high-rise is suitable social accommodation for young families. Similar densities can be achieved through good humanly scaled design like in Islington and Pimlico. If a family on our waiting list is offered a property above the 5 th floor, they should have the choice of refusing and waiting for an alternative offer. This should not count as their single offer.
13	That all high-rise council blocks in Haringey have sprinklers even if it means retrofitting them, as the safety and peace of mind of our residents is paramount.
14	As an alternative to demolition of estates, the council should consider increasing density on existing estates through adding floors to low-rise and using land space better to build further low-rise blocks.
15	That an exemption should be sought from the DCLG from the 1% rent reduction, as well as further reductions, to Council and HfH properties within the HRA.
16	The Panel recommend that additional investment is made to ensure the cleanliness and upkeep of existing estates:

16a	<p>That HFH instigate a regular cyclical decoration programme for all its estate, for the communal and external decorations required.</p> <p>That HFH instigate a regular window-cleaning programme for all external windows on all its estates.</p> <p>That HFH increase the resources available for 'deep cleaning' as-and-when it is needed, on estates and internal communal areas.</p>
16b	
16c	
17	When the council considers selling off land to a housing association or developer, that it undertakes tendering on a "Fixed Price" basis, in order to prioritise quality standards and affordability levels of new homes.
18	That a feasibility assessment be undertaken around applying to the DCLG for a local debt cap exemption for Haringey, following Treasury's announcement that authorities will be allowed to bid for increased HRA debt caps from 2019/20.
19	<p>The Panel endorse the following recommendations for lobbying central government put forward by the Royal Town Planning Institute:</p> <ul style="list-style-type: none"> • Remove the debt cap on the Housing Revenue Account. • Councils to retain all right-to-buy receipts and use them to build replacement housing. • To review the relevant weightings in the distribution of the £44bn housing subsidy (from Homes England via the GLA) to give more priority to social and affordable housing and less to market housing for sale. • To clearly state that local authorities can build and provide housing under housing companies created under the Localism Act
20	That the Council make a commitment that affordable housing should be set at social rent levels or equivalent. Only truly affordable homes for rent or shared-ownership should be classified as such.
21	That the Council be proactive in amending local policies, such as the Planning Policy and Housing Strategy to ensure that the delivery of housing in Haringey better meets the needs of all of its residents, such as affordable homes set at social rent levels. Having a clear policy setting out local criteria on affordability levels will help create a tougher planning regime and provide clear grounds to refuse unsuitable developments.

22	That positive social impact should be at the heart of the Council's approach to regeneration. In particular, the Panel emphasised the need to ensure that any regeneration programme put the physical and mental wellbeing of residents at the forefront of its aims. The Panel recommends that a robust matrix be developed which measures the social impact through the entirety of the regeneration process and accurately measures community benefit.
23	The Panel commended the work done by Social Life to use a social sustainability framework to measure the impact of social regeneration. The Panel recommended that the work being done by Social Life and the GLA continue to be monitored and that Haringey adopt the use of the regional framework and accompanying performance indicators developed. The framework should underpin a systematic approach to measuring social impact and commissioning external projects across all regeneration areas in Haringey.
24	That the Council explore ways of promoting greater cooperation between the Council-led scrutiny process and the HfH scrutiny process in order to improve political oversight of HfH. It is recommended that the Councillors that sit on the HfH Board feed into scrutiny and submit reports to the HRSP.
25a	That the Council explore ways of having a broad representation of residents, leaseholders and resident's associations. It is also recommend that the Council set up an independent advocacy body for residents. Residents need to be engaged with throughout the regeneration process and that there should be funding provided for this.
25b	
25c	
26	That a full consultation should be undertaken with residents of estates prior to any decision being taken in respect of estate regeneration. The consultation should also include a ballot of all residents and leaseholders on any affected estate.

4. Reasons for decision

- 4.1. Overview and Scrutiny can review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's functions and make reports and recommendations to Cabinet in connection with the discharge of any functions, as well make reports or recommendations on matters affecting the area or its inhabitants.
- 4.2 Under Part 4, Section G of the Council's Constitution, Scrutiny Review Panels are appointed to examine designated Council services. Scrutiny Review Panels will refer their findings/recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to the Cabinet as appropriate.
- 4.3 The Overview and Scrutiny Committee agreed the draft scope and terms of reference for the social housing scrutiny project on 16th October 2017.
- 4.4. The **Terms of Reference** for this scrutiny project are outlined below:
- To consider attitudes towards social housing, both in Haringey and further afield.
 - To review the supply and quality of social housing in Haringey with consideration given to both new and older housing across the borough.
 - To identify barriers in current regional and national housing policy to enable consideration of what Haringey's lobbying should be around social housing.
 - To identify key indicators that enable social interventions of estate regeneration to be measured, ensuring existing communities get the greatest possible benefit from changes to their neighbourhoods.
 - To identify opportunities for residents so they can contribute fully to the delivery of objectives outlined in the [Council's Housing Strategy \(2017-22\)](#), including monitoring of progress.
- 4.5. The recommendations contained in this report derive from, and are grouped under the five terms of reference points, set out above in paragraph 4.4.

5. Alternative options considered

- 5.1 The main body of the report sets out the evidence gathering undertaken and the Panel's consideration of various options available to the Council in respect of social housing.
- 5.2 Overview and Scrutiny Committee could decide not to approve the Panel's report and recommendations. In this scenario, the report would not be referred to Cabinet for a response.

6. Methodology

- 6.1 The Panel held nine evidence-gathering sessions over a period of 5 months, meeting a variety of contributors with a wide range of knowledge and experience. Contributors included local witnesses, such as Council officers; Homes for Haringey; professional experts; academics; external partners; local residents, the voluntary sector; local community groups; representatives from the GLA's Housing Committee. A list of the evidence submitted to the Panel is attached at **Appendix 1**.
- 6.2 Evidence was gathered through a series of half-day sessions during September 2017 to January 2018. Witnesses were invited to give evidence during either a morning or afternoon session. Evidence sources included; written submissions, presentations, desktop research, site visits and independent research articles/papers. By adopting this method, the Panel were able to adopt a structured approach with evidence gathering sessions shaped around the five themes set out in the terms of reference. Evidence from each session was summarised and the evidence was compiled into an evidence pack, which members used to inform their conclusions and the recommendation setting sessions held in December 2017 and January 2018.
- 6.3 In addition to the evidence gathered during this review, the recommendations set out in this report reflect findings from earlier scrutiny investigations. This additional work includes; the two Scrutiny Review Panel reports on the HDV, the Call-in of the Cabinet's decision to proceed to the Preferred Bidder phase of the procurement process and the Call-in of the Cabinet's decision to agree the financial close and establishment of the HDV. The additional work was undertaken during 2016/17 as part of the overall work programme for Haringey's Overview and Scrutiny Committee. The hyperlinks to these reports are set out below.

[Interim HRSP Report on HDV Governance \(OSC, January 2017\)](#)

[Cabinet Response to Interim HRSP Report \(Cabinet, February 2017\)](#)

[Call-In: Recommendation of a Preferred Bidder for the HDV \(OSC, March 2017\)](#)

[Outcome of Call-in to Overview and Scrutiny Committee \(Cabinet, March 2017\)](#)

[Second HRSP Report on the HDV \(June 2017\)](#)

[Cabinet Response to Second HRSP Report \(July 2017\).](#)

[Call-In of Financial Close and Establishment of HDV \(July 2017\).](#)

Outcome of Call-In: Financial Close and Establishment of HDV

- 6.4 The findings of this report have been used to develop recommendations which are based around the terms of reference. In doing so the recommendations highlight important principles such improving the quality and supply of social housing in the borough, learning lessons from elsewhere, the need for ongoing democratic control, and ensuring accountability and transparency.

7. Social Housing – Challenges and Context

- 7.1 Before discussing the findings of the Panel, it is worth setting out some of the broad challenges facing social housing. Some of these issues will be discussed in more detail later in the report. However, an early outline of some of these issues may be illustrative in understanding the wider context of the report.
- 7.2 Local authorities have been required by law to provide council housing since 1919 and Lloyd George's 'Homes fit for Heroes' campaign. Large scale building of social housing was undertaken following the Labour's election victory in 1945 with more than one million homes built during the Atlee administration with around 80% of those built being council houses¹. The numbers of new council homes built peaked under the Conservative government of 1951-1955, and provision of considerable numbers of new council homes continued, albeit fluctuatlingly, until around 1975. The Housing Act 1980 allowed council tenants who had lived in their accommodation for three years (changed to 5 years in 2005) to buy their home from the local authority at a significant reduction, the level of which was determined by length of tenure.
- 7.3 Some analysis puts the proportion of all British housing in state hands in 1980 at around one in three households². Figures from the Ministry of Housing, Communities and Local Government show that 1.858m Right to Buy sales were made in England from 1980-2012³. In 2012, the Coalition Government increased the discounts available under Right to Buy, more than doubling them. Research undertaken by the GLA sets out that the number of homes sold increased by 409%, from 2,638 in 2011-2012 to 13,416 in 2016-2017⁴.
- 7.4 Local authorities are prohibited by law from spending more than 30% of the receipts from right-to-buy sales on building new housing stock. In addition, these receipts must be utilized within 3.25 years of completion otherwise they are forfeited to the Government. In the Autumn Statement in 2016, the

¹ <http://www.bbc.co.uk/news/uk-14380936>

² Jones and Murie: *The Right to Buy: Analysis and Evaluation of a Housing Policy* (2006).

³Table 678: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-social-housing-sales>

⁴ <https://www.propertywire.com/news/uk/councils-cannot-afford-replace-homes-sold-right-buy-england-wales/>

Government announced a one-year pilot scheme to extend Right to Buy to housing association tenants from July 2018.

- 7.5 Since the introduction of Right to Buy, councils have had to sell off large portions of their housing stock, with demand reignited by increased levels of discount available from 2012 onwards. The number of homes built to replace those sold under Right-to-Buy has been completely inadequate as funding has been reduced and legislation introduced which has limited the ability of local authorities to instigate large-scale house building programmes. At the same time, the control mechanisms available to local authorities through the planning regime have been watered down. The preferred solution to the shortage of housing by successive governments has been to facilitate market driven solutions, allowing the private sector to take the lead; as the assumption is that they alone can provide housing at the pace and scale required. A number of issues have limited the effectiveness of a market-driven approach. These include a tendency for companies to sit on land with appreciating asset values and the Government's decision to set the affordability criteria at 80% of market rent.
- 7.6 The rollout of the Government's Universal Credit scheme is expected to exacerbate an already difficult situation within social housing. Experiences from some of the pilot areas has seen significant delays in the payment of housing benefit and the accrual of significant rents arrears as a result (both to private and public sector landlords).⁵ There are concerns that private landlords will no longer take Universal Credit recipients, placing further strain on social housing, and increasing evictions and homelessness levels. The environment for social housing tenants in recent years has also been significantly impacted by the introduction of the bedroom tax, the introduction of the benefit cap and a subsequent reduction to the benefit cap.
8. To consider attitudes to social housing, both in Haringey and further afield.

"Social Housing is highly targeted on people with low incomes and has been shown to be the most 'pro-poor' and redistributive major aspect of the entire welfare state."⁶

The Value of Social Housing

- 8.1 Evidence from the Joseph Rowntree Foundation showed that there was widespread acceptance of the role of the UK government as a provider of decent housing for those that cannot afford it.⁷ The Panel heard from the Joseph Rowntree Foundation about the need for more social housing to help tackle the housing crisis and alleviate poverty. It was suggested that social housing with secure tenancies provides a stable platform for work and that frequent moves in childhood could increase behavioural problems and lowered educational attainment. Frequent moves also had a financial impact; data from

⁵ <https://www.theguardian.com/society/2017/oct/17/we-went-days-without-eating-properly-universal-credit-misery-inverness>

⁶ Rebecca Tunstall et al, *The Links Between Housing and Poverty*, JRF 2013.

⁷ British Social Attitudes Survey, 2016.

the DCLG suggested that the average length at current address was 11.6 years for social renters as opposed to 4.3 years for private renters⁸.

- 8.2. Evidence from the Joseph Rowntree Foundation showed that the largest cause of homelessness in 2015/16 was an end to an Assured Short-term Tenancy, and that instances had more than doubled over the period 2008/9 to 2015/16⁹. Security of tenure would seem to have a direct correlation to rising levels of homelessness. A reduction in housing insecurity also facilitates the development of stable communities, increased social capital and improved health and wellbeing outcomes. Peabody Housing Association submitted evidence to the Panel that emphasised the role of social housing in community cohesion. The Panel feel that this is a telling factor in outlining social attitudes to social housing and the need to ensure that the wider community is brought along with any regeneration programme.
- 8.3 In response to the evidence submitted by the Joseph Rowntree Foundation, the Panel concluded that social housing is an important anti-poverty tool. The Panel noted that it offered better quality, stability and affordability than the equivalent in the private rented sector. The Committee noted with concern that research undertaken by Joseph Rowntree suggested that setting social rents closer to market rents could put an extra 1.3 million people in poverty by 2040.
- 8.4 The Panel notes that home ownership is not accessible to the majority of Peabody tenants in Haringey and that high property values priced a number of people out of home ownership. Meanwhile, access to social housing is determined on a needs-based assessment. These two factors create an upward and a downward pressure on the middle, increasing rent values in the private sector and creating greater instability in the housing market. This is further exacerbated by the churn rate of social housing being at an all-time low. The Panel heard that a shortage of homes being built at social rent levels was a direct cause of the housing shortage, and had a disproportionate impact upon those at the lower end of the socio-economic scale.
- 8.5 The Panel received evidence from Anna Minton, journalist academic and author of *Big Capital: Who is London for*. As part of this evidence, the Panel heard that there had been an unprecedented level of capital flow into the London housing market following the 2008 financial crisis. The policy of quantitative easing has increased the supply of money and kept interest rates very low. Combined with favourable property taxes and a stable economy in the UK, this has made London's property market an attractive investment. The Panel heard that the economic benefits did not necessarily trickle down; rather than benefitting existing residents it often displaced them. Gentrification in London has spread to traditionally working class areas of the city and this has led to rising rent levels and poorer residents being pushed into outer London and beyond.
- 8.6 The Panel received evidence from Peabody housing association who provided a total of 1317 homes in Haringey; 1050 of which were available for rent

⁸ English Housing Survey, 2015/16, DCLG 2017.

⁹ DCLG Homelessness statistics.

including supported housing, 230 for shared ownership and 37 for outright sale. Most of the rents received by Peabody in Haringey were social housing rents and 43% of households received Housing Benefit. Of the Peabody residents in Haringey 42% were working, 9% were unemployed and 49% were retired or unable to work. It is instructive to compare this to the commonly presented myths about who lives in social housing. Social housing tenants are ordinary people labelled, and in some cases stigmatised, by their housing tenure. Evidence from Peabody was that the contribution of social housing tenants to the economy was a significant benefit and far outweighed the cost of benefits spent in supporting them.

- 8.7 The demand for social housing has not changed since the 1980s, however the number of homes built for social housing has dropped to very low levels and it is telling that many local authorities have not built any new homes since the 1980s. Social housing is isolated in policy terms and more work needs to be done to highlight the links to health and social care, education and economic policies. Serious consideration needs to be given to the role of social housing and to address the negative image of social housing. Social housing should be seen as a hand up rather than a hand out. It is an essential mechanism for ensuring redistributive policies at a local level.

Attitudes to Social Housing compared to the Private Sector

- 8.8 The Panel received evidence on attitudes to social housing from Stephen Finlay, Research Director for Ipsos MORI. As part of the evidence submitted, it was clear that ownership remains the tenure of choice across generations. Analysis by Ipsos MORI set out that 86% of people in a poll stated that they would choose to buy, rather than rent if they had free choice. This position was maintained across different age ranges. The highest percentage of respondents wishing to buy rather than rent was in the 35-44 age range with scores of 89% and 8% respectively. The lowest percentage was in the 16-24 age range with 75% choosing to buy and 13% choosing to rent. 19% of respondents in the 65-plus age range chose renting as their ideal housing tenure.¹⁰
- 8.9 This showed an overwhelming aspiration towards home ownership and largely reinforced the Panel's existing assumptions. The lower response toward ownership from the 16-24 age group could suggest a recognition that younger people felt that ownership was beyond their means. Perhaps the most statistically suggestive result was that 19% of the over 65s questioned, would choose renting. This could suggest opportunities to increase the numbers of homes for sale via alternative housing provision for older homeowners. In particular, the development of innovative shared housing tenures may be worthy of further exploration.
- 8.10 In a 2010 poll carried out by Ipsos MORI, 6% of respondents advised that in an ideal world their next move would be into social housing, while 12% *expected*

¹⁰ <https://www.ipsos.com/sites/default/files/migrations/en-uk/files/Assets/Docs/Publications/Housing-Day-Report-FINAL.pdf>

that their next move would be into social housing.¹¹ The scores for owner occupied in the same poll were 32% and 15%, and 10% and 28% for private rented. This suggests that for the overwhelming majority of respondents that social housing was seen as a less attractive option than other tenures. This is suggestive of a largely negative view of social housing.

- 8.11 Whether this relates to the quality of provision or a stigma around social housing is largely speculative. The overall number of respondents choosing social housing is low and half of respondents who expected to move into social housing wanted an alternative source of housing provision. This suggests that many social housing tenants see it as a temporary solution rather than long-term. The results also showed a relatively low level of people desiring private rented accommodation and the difference between expectation levels (28%) and what they would like in an ideal world (10%) suggests a clear market for intermediate housing solutions. Moreover, the Mayor of London's draft Housing Strategy identified that the number of Londoners registered on the GLA online portal to access intermediate affordable housing has increased from 70,000 in 2013 to almost 200,000 in 2016.¹²
- 8.12 Further survey work undertaken by Ipsos MORI¹³ showed that adults at the 45-54 age bracket and above believed that social renting was better than private renting, while the 16-24, 25-34, & 35-44 age ranges all expressed a preference for private renting. This poll clearly suggests that attitudes towards social housing vary according to age and that in general, older people have a more favourable view of social housing. Amongst the youngest age bracket of 16-24 year olds, the response was 45% who thought that private housing was the best form of renting, compared to only 23% for social housing. This evidence suggests that there is a generational attitude toward social housing with older people having a considerably less negative attitude.

Perceptions of Social Housing Tenants and the Scale of Social Housing.

- 8.13 There is a perception of social housing tenants being over represented by younger people; this is evidenced by a survey undertaken by the Joseph Rowntree Foundation.¹⁴ The survey results showed that the perception of the percentage of social housing tenants in England aged 24 and under was 30% (mean average) whilst the actual figure was 12%. Similarly, the perception of social housing tenants with a disability was significantly underestimated with a perception of 30% and an actual figure of 47%. Contrary to what may have been assumed there was no significant overestimation of unemployment levels, as perception levels for social housing tenants in some form of work were 47% compared to 44% in actuality.

¹¹ HCA: *Consumer demand and attitudes in the intermediate market* (Ipsos MORI 2010).

¹² https://www.london.gov.uk/sites/default/files/2017_london_draft_housing_strategy.pdf (pp.97)

¹³ <https://www.ipsos.com/sites/default/files/migrations/en-uk/files/Assets/Docs/Publications/Housing-Day-Report-FINAL.pdf>

¹⁴ *Households Below Average Income (HBAI) and Family Resources Survey, 2012-13.*
<https://www.ipsos.com/sites/default/files/migrations/en-uk/files/Assets/Docs/Polls/housing-day-charts-2014.pdf>

- 8.14 Overall, knowledge of social housing and who lives there is not widespread. A poll of adults who were not socially renting showed that 44% thought they knew either a great deal or a fair amount about the types of people living in social housing, compared to 46% who responded not very much or nothing at all.¹⁵ The same poll showed that 30% of respondents knew a great deal/fair amount about how social housing was allocated compared to 61% who know not very much or nothing at all. Illustratively, the percentage of those who were social renting who knew a great deal/fair amount on how social housing was allocated, was only 32% compared to 58%. One way to improve negative attitudes to social housing is to engage with the public and increase public awareness of what it is and how it works.
- 8.15 In the evidence submitted to the Panel, Ipsos MORI showed that the public overestimate the scale of social housing. In a poll of the perception of what percentage of people live in social housing, the mean response was 39% when the correct figure was 15%.¹⁶ Conversely, the scale of home-ownership was under-estimated with only 28% of respondents correctly identifying that the answer was around two-thirds. 63% of respondents believed that the figure was between one-quarter and one-half.¹⁷
- 8.16 The overestimation of the scale of social housing could also be a factor in some of the negative attitudes towards it, as people overestimate the perceived cost. There has been a failure at a local, regional and national level in promoting the positive role social housing plays in providing a safety net. More should be done to put the cost in context, and to contrast it against health and social care costs as well as the costs of providing temporary accommodation and homelessness services. This is reinforced by a poll of 1,029 UK adults, where 74% agreed that more should be done to encourage a more positive view of social housing amongst the public.¹⁸

¹⁵ <https://www.ipsos.com/sites/default/files/migrations/en-uk/files/Assets/Docs/Polls/housing-day-charts-2014.pdf>

¹⁶ <https://www.ipsos.com/sites/default/files/migrations/en-uk/files/Assets/Docs/Polls/housing-day-charts-2014.pdf>

¹⁷ <https://www.ipsos.com/ipsos-mori/en-uk/three-quarters-sense-housing-crisis-britain>

¹⁸ Ipsos MORI Omnibus (for inside Housing 2008)

Recommendation 1

That the Council should positively promote images of living in social housing through our communications activities. The Council should be proud of its investment in social housing. It should promote its tenants as a being from all walks of life and representative of what it means to live in Haringey. Haringey should not only be promoted as a place for people to move their businesses to and buy homes, we should also present images of a borough that listens to our tenants.

- 8.17 Evidence received by the panel showed a strong positivity in general towards the value of social housing. For an awareness raising campaign in 2014, Ipsos MORI polled private and social renters and sought their views on what aspects of social renting were better than private renting.¹⁹ The top four responses were most affordable housing (69%); most suitable for vulnerable people e.g. older people or those with disabilities; prompt repairs when needed; and an area with a sense of community. In respect of attitudes to social housing, it was considered better than private-rented housing for affordability, suitability for vulnerable residents and repairs.
- 8.18 Evidence from Ipsos MORI is that 75% of those asked agreed that there was a housing crisis in Britain.²⁰ In response to a poll asking respondents to prioritise which issues associated with housing should be the biggest priority for the government, the largest response was building more affordable homes; with 35% of the public and 68% of MPs. This is a good time for local authorities and other people in the sector to make the case for a large-scale increase in the numbers of social housing. There is growing recognition amongst the public, politicians and the media of the need for action.

Tenure Blind Developments.

- 8.19 As part of its concerns around attitudes to social housing, the Panel felt strongly that there should not be a separate entrance for social housing tenants on any mixed tenure development in Haringey. The Panel received evidence from Anna Milton that the Aylesbury Area Action Plan committed to a 'tenure blind' distribution of tenures across the development however, this was not reflected in the final development. The Panel is concerned that the industry is ignoring calls for tenure blind approaches, focusing on profit maximisation at the expense of community cohesion.

¹⁹ <https://www.ipsos.com/sites/default/files/migrations/en-uk/files/Assets/Docs/Publications/Housing-Day-Report-FINAL.pdf>

²⁰ http://www.cih.org/news-article/display/vpathDCR/templatedata/cih/news-article/data/New_survey_reveals_public_concern_about_government_response_to_housing_crisis

- 8.20 The Panel are cognisant that one of the stated reasons for separate entrances is the need to levy expensive services charges for concierge services. However, the Panel still felt that this was unacceptable and that alternative solutions should be found for any future estate renewal programme in Haringey. It should not be possible to distinguish between affordable homes and private homes in a mixed tenure block from their external experience. This is in keeping with the mixed communities approach promoted by DCLG.

Recommendation 2

That the Council actively seek to change legislation on service charges meaning that all residents of a development irrelevant of their service charge can use the same entrance. Explore the possible use of concessions for social tenants.

9. To review the supply and quality of social housing in Haringey with consideration given to both new and older housing across the borough.
- 9.1 Evidence from the Joseph Rowntree Foundation showed that the estimated number of new homes needed to meet demand in England is 78,000 per year and the actual number of new homes delivered in 2016/17 was 32,381²¹.
- 9.2 The Panel considered the link between the supply of social housing and relative poverty levels. Data from the Department for Work and Pensions shows that the number of people in poverty in London who lived in housing at social rents was just over 800,000 in 2015/16. This had declined from around 900,000 ten years earlier. In contrast, those in poverty in London living in privately rented accommodation more than doubled over the same time period from around 430,000 to 960,000. The number Londoners in poverty who were owner-occupiers had also reduced in the same period from over 600,000 to around 500,000.²² The data showed that for those classed as living in poverty, there had been a reduction in the number of socially rented properties and owner-occupiers. This suggests that the shortfall in capacity has been met by the private sector.
- 9.3 Over the period of 2006 to 2015 the number of socially rented homes in England that did not meet decent homes standard reduced from around 29% to 13% and for privately rented homes, the figure reduced from 47% down to 29%²³. The Panel noted that social housing provided a significantly higher number of homes that met the decent homes standard and the number of sub-standard homes is lower in social housing. The assumption that private sector housing equalled better quality provision is not necessarily the case.

Housing Delivery Models

²¹ New estimates of housing demand and need in England 2011-2031, Alan Holmans for TCPA

How many homes did housing associations build in England in 2016-17? Jenny Charlton for NHF

²² Data source - Households below Average Income (HBAI), Department for Work and Pensions, UK, 2016. Presented as part of the *London's Poverty Profile*, NPI Trust for London, 2017.

²³ English Housing Survey, 2015/16, DCLG 2017.

- 9.4 The Panel received evidence from Future of London who worked with commercial property consultant GVA to develop a briefing on housing delivery models in London. As part of the evidence, the Panel were advised on a number of models that were currently in use across London including; development agreement models, joint ventures, wholly owned public vehicles and direct public sector delivery.
- 9.5 A **Development Partnership** involves the Council transferring land to a developer, the developer builds and sells the homes and the levels of affordable housing are set out in the development agreement. With a **Wholly Owned Company** the Council transfers the land but owns 100% of the company and receives all of the profits. Homes for Lambeth have offered an Assured Lifetime Tenancy under this model. A **Corporate Joint Venture** entails a 50/50 partnership, where the Council contributes the land and the partner contributes capital and expertise. In this model, profits are shared between the Council and the delivery partner. Affordable housing can be either retained by the Council, such as in Wandsworth or sold to a registered provider. When set up and run well, each of the delivery models can contribute to the delivery of local objectives. The delivery model used should be influenced by the objectives sought and determined by factors such as total housing unit numbers, revenue income levels, affordable housing units or other wider regeneration goals.
- 9.6 In the evidence submitted by Future of London, the Development Agreement model is currently the most widely used in London with 61% of schemes using a direct development partner, such as High Road West, and a further 2% though a strategic development partner. This model is due to deliver 105,000 homes and comprises of 91 schemes.²⁴ Corporate Joint Ventures are the next most prevalent model with 22% of schemes and plans for 47,000 homes with an average of 1475 homes per scheme.²⁵ Eight London boroughs are also investing directly in housing developments which are scheduled to develop 9700 new homes across the eight boroughs at around 1200 per programme. Under Future of London's analysis, wholly owned public vehicles make up 8% of schemes with an average of 983 homes per programme.²⁶
- 9.7 The Panel felt that the key driver for a large-scale development model in Haringey should be the number of social rented housing units delivered. The Panel recognise the complex financial balance required to make a scheme viable and the need for cross subsidy to ensure this. However, additional social rented units could be delivered by selecting a model that prioritises land remaining under public sector ownership over the total number of units built overall. The Panel recommends that the development of a wholly owned company be developed with a remit of building new Council homes at social rents.

²⁴ *Making Housing Delivery Models Work for London*: Future of London (2017).

²⁵ *Making Housing Delivery Models Work for London*: Future of London (2017).

²⁶ *Making Housing Delivery Models Work for London*: Future of London (2017).

Recommendation 3

That the Council establish a wholly council owned development company to start building housing.

A target of 1000 council homes to be built by the council by 2022 through a combination of direct build and a wholly owned development vehicle. This should be in addition to properties built at affordable rent levels by external developers.

The affordability target for developments to be enforced at 50% and the setting of a maximum threshold within that target which is allowed at 80% market rent meaning that when a development comes forward only a limited proportion is at the top end of 80%.

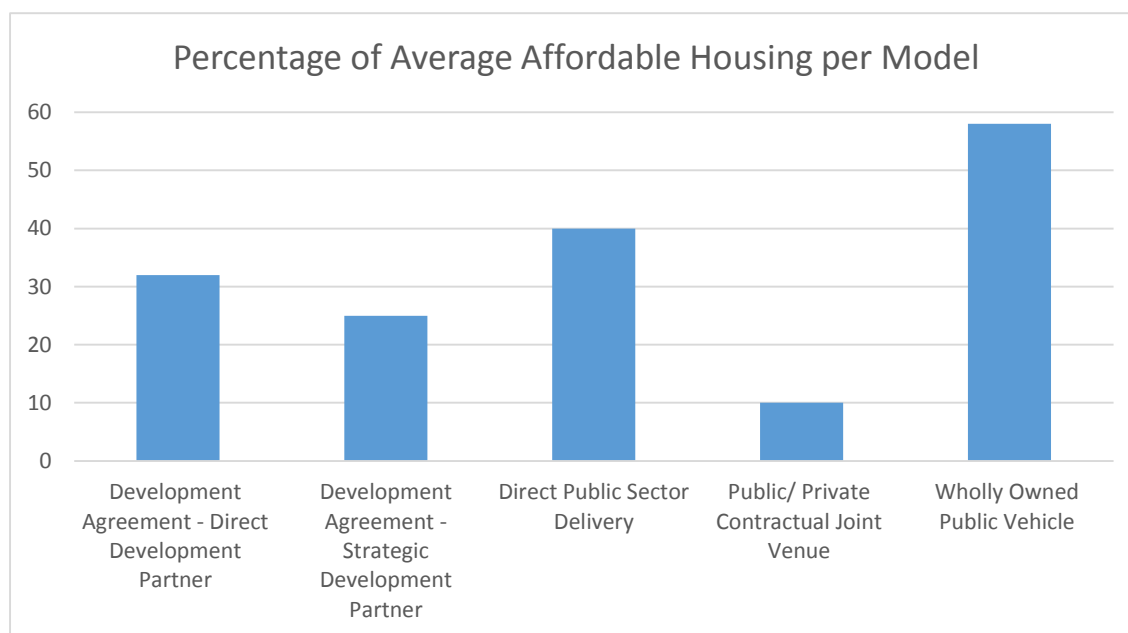
Recommendation 4

That the Council should in addition look at a variety of approaches, each one relevant to the individual site. This should include encouraging Community Land Trusts and Housing Cooperatives.

- 9.8 Table 2 sets out the number of affordable housing per model planned for delivery, as set out in the evidence submitted by Future of London.²⁷ As shown, the percentage of affordable housing delivered is significantly higher for the wholly owned public vehicles over the other housing models analysed within London.

²⁷ *Making Housing Delivery Models Work for London*: Future of London (2017).

Table 2 – Average Affordable Housing per Model



Delivering the Type of Homes and Numbers Needed

- 9.10 As part of the evidence gathering process, Paul Dossett Head of Local Government for Grant Thornton submitted evidence to the Panel on housing delivery in London. The Panel received evidence that set out an analysis of the number of housing completions in London over the period 2010 – 2017. The Panel notes that in that period there were a total of 125,225 units delivered, with 87,843 for market sale and 37,382 affordable units - which represented 30% of the total units delivered in this period.²⁸ The Panel were advised that this represented a significant annual shortfall compared to the estimated requirements of up to 66,000 units per year. The Panel were also concerned that student housing counted towards the affordability mix.

Recommendation 5

That the Council set in place a local policy that student housing does not contribute to the affordability mix.

- 9.11 Analysis undertaken by Grant Thornton and submitted to the Panel was that for the period January 2010 – June 2014, 40% of units with planning permission were not started within 3 years of those permissions being granted. Schemes of 100-149 units were the most likely to be built, with 88% either under construction or completed within the three year period. More should be done to improve delivery of smaller schemes whilst also tackling the obstacles to

²⁸ Evidence submitted to Panel by Grant Thornton on 13 December 2017

major housing schemes that can deliver large numbers of new housing. The Panel were concerned that industry-led housing development had led to a disproportionate number of one or two bedroom homes being built in London as this allowed a greater number of units to be built and maximised revenues. In order to meet the needs of all of our residents the Panel recommend that the Council support the building of more family homes, in order to achieve this the Council should set and enforce clear targets on numbers of bedrooms in new developments. The adoption of a wholly owned development vehicle would give the Council control over the types of homes built, allowing the Council to build more family homes and have control over where they were built.

Recommendation 6

Haringey needs a robust mix of different sized properties, especially more family homes. The Council should set and enforce clear targets on numbers of bedrooms in new developments

- 9.12 In order to support the Council in bringing forward a mix of schemes, more family homes and to help improve the overall quality and supply, the Panel believes that a strong in-house project team should be developed consisting of architects, urban planners and other industry professionals. A specialised housing delivery project team would have a multiplier effect on our institutional knowledge and ensure high levels of urban design. There is also significant opportunity to develop housing through housing infill schemes on Council land; these can be built relatively quickly as they are small scale. It is anticipated that having an in-house team would increase the pace of delivering housing infill schemes.

Recommendation 7

That a feasibility report be produced on the development of an in-house project team of architects, urban planners, and other professionals, to help improve quality and supply.

- 9.13 The Panel were sceptical of the development of Pocket Homes and were concerned that GLA's minimum footprint standard of 37m squared was too small, encouraging developers to build to those minimum standards and prioritise numbers over liveability standards. The Panel were particularly concerned that units conforming to the minimum liveability standards were being used to contribute towards affordable homes targets. The Panel recommends that these dwellings should not be defined as affordable and they should not be counted as part of any affordable homes allocation in Haringey.

Recommendation 8

That there be no sale of council land to companies for developments that fall below minimum size standards. That homes developed to the GLA minimum liveability standards should not be accepted in the affordability mix.

- 9.14 The Panel recommends that all social housing should be built to the highest design and liveability standards. As part of the evidence submitted by Ipsos MORI, the Panel noted that respondents to online interviews of 500 London residents expressed a clear preference for building fewer homes with higher design standards over building more homes with lower design standards. A number of Council owned properties do not have separate kitchens and the Panel were concerned that the combined kitchen/dining rooms were very small. The Panel recommends that all new social housing units built, above one bedroom, have separate kitchens.

Recommendation 9

That all social housing in the borough should be built to the highest design and liveability standards. This should include resident involvement so we can find out what people actually want, rather than telling them what they want.

Recommendation 10

That all new social housing units built, with more than one bedroom, have separate kitchens.

- 9.15 The Panel notes that around only 80% of the Decent Homes work has been carried out. According to the Quarter 2 Budget Monitoring report submitted to Cabinet in December 2017, the underspend in the P5 (HRA) Capital budget was £19.46M. The Panel believes that consideration should be given to using the unspent capital budget to bring as many homes up to Decent Homes Standard as possible.

Recommendation 11

To use the capital budget to help bring the Council's housing stock up to the decent homes standard as soon as possible.

- 9.16 Following Grenfell and the serious fire safety risks identified in the investigation, the Panel recommends that strong consideration should be given to whether high-rise buildings are suitable accommodation for social tenants, particularly those with young children. The Panel recognises the need to build housing at scale in order to provide the large numbers of social housing but advocates alternative means of delivering high-density housing. In evidence submitted to the London Assembly Housing Committee on 8 November 2017 and considered by the Panel, Paul Hackett Chief Executive of Optivo Housing association argued that the key to successfully building housing in density was through design. According to the evidence given to the GLA Housing Committee, density was not always about tall buildings instead high density could be achieved by smart, humanely scaled design with an emphasis on amenity and public space. The provision of wider infrastructure, including transport links and local facilities were also highlighted as being necessary to ensure successful delivery of high-density schemes.²⁹

Recommendation 12

That the council strongly considers whether high-rise is suitable social accommodation for young families. Similar densities can be achieved through good humanly scaled design like in Islington and Pimlico. If a family on our waiting list is offered a property above the 5th floor, they should have the choice of refusing and waiting for an alternative offer. This should not count as their single offer.

- 9.17 The Panel recommends that sprinklers should be fitted in all residential social housing blocks, including retrofitting them to existing blocks built before regulations came in place in 2007.

Recommendation 13

That all high-rise council blocks in Haringey have sprinklers even if it means retrofitting them, as the safety and peace of mind of our residents is paramount.

²⁹ <https://www.london.gov.uk/moderngov/documents/b16222/Appendix%201%20-%20Draft%20London%20Housing%20Strategy%20Wednesday%2008-Nov-2017%2014.00%20Housing%20Committee.pdf?T=9>

- 9.18 The Panel were also interested in the research carried out by Architects for Social Housing who advocate increasing the housing capacity on existing council estates, rather than redeveloping them. The research undertaken, and submitted to the Panel as evidence, argues that renovating existing estates is more sustainable solution to London's housing needs, rather than large scale demolition of social housing during a housing shortage as it enables the continued existence of the communities that live there.³⁰ The Panel believe that the Council should consider increasing density on existing estates through adding floors to low rise buildings and better utilisation of its land portfolio, as an alternative means of delivering housing rather than demolishing exiting estates.

Recommendation 14

As an alternative to demolition of estates, the council should consider increasing density on existing estates through adding floors to low-rise and using land space better to build further low-rise blocks.

- 9.19 In order to assist with the development of new social housing the Panel reiterated its interest in pursuing an appeal to the 1% rent reduction and further rounds of compulsory rent reduction, due as part of the government's four year rent reduction agenda. The Panel noted that in its response to the HDV scrutiny report from June 2017, Cabinet set out that Councils were required to show that this was a last resort once other measures had been taken to improve the HRA. However, the Panel felt that applying for the reduction would help raise awareness about the issue, particularly given the current public interest in the housing crisis and social housing provision.

The Panel recommended that an exemption should be sought from the DCLG from the 1% rent reduction, as well as further reductions, to Council and HfH properties within the HRA and that Cabinet reconsider its position that the work involved in seeking an exemption was not justified given other priorities and the very slim chances of success.

³⁰ <https://architectsforsocialhousing.wordpress.com/>

Recommendation 15

That an exemption should be sought from the DCLG from the 1% rent reduction, as well as further reductions, to Council and HfH properties within the HRA.

- 9.20 As part of a holistic approach to improve the number and quality of social housing, the Panel recognise the need to ensure that our existing social housing provision is fit for purpose. The Panel would like to see additional investment made in the cleanliness and upkeep of existing estates.

The Panel recommend that additional investment is made to ensure the cleanliness and upkeep of existing estates:

Recommendation 16a

That HfH instigate a regular cyclical decoration programme for all its estate, for the communal and external decorations required.

Recommendation 16b

That HfH instigate a regular window-cleaning programme for all external windows on all its estates.

Recommendation 16c

That HfH increase the resources available for 'deep cleaning' as-and-when it is needed, on estates and internal communal areas.

- 9.21 The Panel received evidence from Dave Smith from the National Housing Federation about the benefits of undertaking land disposal to a developer or housing association on a 'fixed price' basis. This involves undertaking an open market appraisal of the site before it is put out to tender, the Council would then fix the price for the sale, so that 100% of the tender is based upon a design competition about quality of the development and affordability of new homes.

Recommendation 17

That when the council considers selling off land to a housing association or developer, that it undertakes tendering on a "Fixed Price" basis, in order to prioritise quality standards and affordability levels of new homes.

- 9.22 The Panel received evidence from the National Housing Federation on the issue of developers ‘land banking’ and the financial disincentives that lead to developers not building on land that they owned. Land markets operate different to other markets as demand has risen continuously, as have prices, whilst supply has not. The Panel were advised that in order to buy land in a highly competitive market, developers tended to squeeze affordable homes numbers in order to outbid rivals and pay landowners the maximum, and that this resulted in many developments being at the margins of affordability.³¹
- 9.23 In a falling or stagnant market, the best strategy for developers was often to hold onto the sites and wait for values to rise, in effect or prioritising margin over volume as there is essentially no holding cost for land. Even if there is a downturn, the value of the land will increase in the long-term. As a result, developers tended to hold onto land banks, and often made more out of trading them than they would from building homes on them.³²
10. To identify barriers in current regional and national housing policy to enable consideration of what Haringey’s lobbying priorities should be around social housing.
- 10.1 The Housing Revenue Account (HRA) is the account in which the Council’s housing revenue (rent received from tenants) and housing costs are kept. By law, the HRA has to be kept separate from the ‘General Fund’ that councils use for other fiscal purposes. Reform of the HRA resulted in housing debt being transferred away from the Treasury to stock-owning local authorities, who were granted access to additional powers over their housing stock and allowed to retain all of their rental income from tenants in exchange. Limits were imposed on the amount councils could borrow against their housing assets, with this debt cap calculated separately to the rules around existing local authority prudential borrowing. An analysis by PwC, 12 months after its introduction in 2012, estimated that under the debt cap councils could, collectively, borrow around £3bn to build 15,000 new homes over a five-year period. However, it estimated that anywhere up to as many as 60,000 homes could be built without the debt cap.³³ The Panel believes that the debt cap should be abolished, with borrowing subject to the same prudential rules as for the General Fund. The debt cap is artificially low, and inhibits the ability of local authorities to build homes.
- 10.2 In the Autumn Budget on 2017, the Treasury agreed to lift HRA debt cap for local authorities with ‘high affordability pressures.’ Under proposals, local authorities will be invited to bid for increases in their caps from 2019/20 up to a total of £1bn by the end of 2021/22. The Panel recommends that a feasibility assessment be undertaken around applying to the DCLG for a local debt cap exemption for Haringey.

³¹ <http://blogs.lse.ac.uk/politicsandpolicy/why-arent-we-building-enough-homes/>

³² <http://blogs.lse.ac.uk/politicsandpolicy/why-arent-we-building-enough-homes/>

³³ <https://www.pwc.co.uk/industries/government-public-sector/local-government/insights/housing-revenue-account-hra-reform-one-year-on.html>

Recommendation 18

That a feasibility assessment be undertaken around applying to the DCLG for a local debt cap exemption for Haringey, following Treasury's announcement that authorities will be allowed to bid for increased HRA debt caps from 2019/20.

- 10.3 The Panel received evidence from the Bartlett School of Planning at UCL who emphasised the impact that the gap between Right-to-Buy sales and the building of replacement homes had on local authority housing provision. Renewed government focus on offering social housing tenants the Right to Buy their homes at discounted rates, as well as a trial to extend this to housing association tenants has seen significant take up. Instead of using receipts from sales to invest in new housing stock, local authorities are hamstrung by government regulations that allow only 30% of receipts to be used and a requirement that this must be spent within 3.25 years of the sale. As a result, many local authorities are have to return the money to the Treasury unspent.
- 10.4 The Panel were concerned that there remained uncertainty about the legal and financial basis for using powers to establish housing companies under Localism Act 2011. Given the restriction on the HRA debt cap a number of local authorities have established housing companies, however these homes do not provide the same security of tenure as those provided through the HRA. The Panel received evidence from the Barlett School of Planning that ambiguity in government advice and a lack of proper testing, had resulted in many local authorities operating housing companies within in the same legal framework as the HRA; resulting in limited capacity to build homes at scale. Concerns were also raised around a lack of clarity about whether local authorities were able to use wholly owned companies to develop housing at social rent levels.

Recommendation 19

The Panel endorse the following recommendations for lobbying central government put forward by the Royal Town Planning Institute:

- Remove the debt cap on the Housing Revenue Account.
- Councils to retain all right-to-buy receipts and use them to build replacement housing.
- To review the relevant weightings in the distribution of the £44bn housing subsidy (from Homes England via the GLA) to give more priority to social and affordable housing and less to market housing for sale.
- To clearly state that local authorities can build and provide housing under housing companies created under the Localism Act.

- 10.5 It is evident that the number of new affordable homes built in London is insufficient. The Mayor's draft housing strategy identifies that in 2015/16, the number of affordable homes funded by the GLA was just 4,880 - the lowest since records began.³⁴ Affordable homes play a crucial role in supporting residents on low and middle incomes who are unable to access private sector housing. One factor contributing to the inability of the local authorities to build genuinely affordable housing is fact that the affordable housing grant had been significantly reduced since the 2010 election. The Panel felt that the government's decision to set the affordability standard at 80% of market rates did not reflect what was genuinely affordable, especially in London. It is suggested that a more accurate affordability criteria would be based on a percentage of average income in a particular area.
- 10.6 The Mayor's draft Housing Strategy identifies that the proportion of homes approved that are affordable halved from 26% in 2008/09 to just 13% in 2014/15. The decline in availability of social housing has left more than a quarter of a million of London's residents on housing registers with waiting times of up to 25 years.³⁵ Demand for shared ownership and other forms of intermediate affordable homes also continues to outstrip supply. More needs to be done to increase the supply of affordable homes in Haringey and the Panel feel that the Council should be proactive in developing local policies to support this. The Panel acknowledged that the Council's Planning Policy requires at least 40% affordable housing for any developments in the borough. However, it remains concerned that these homes are not genuinely affordable at 80% of market rent, and proposes that affordable homes in Haringey should be set at social rent levels (or equivalent) to ensure a supply homes that meets the needs of all residents.
- 10.7 The Panel notes that in the draft Housing Strategy, the Mayor is setting London Affordable Rent levels based on benchmark rents set in accordance with social rent levels. The strategy also identifies that the Mayor will support and invest in councils that choose to deliver new council homes for rent.

³⁴ Local authority lettings plus local authority nominations to housing association lettings. The figure in 2006/07 was 38,022 (source: DCLG, Housing Strategy Statistical Appendix, 2007), dropping to 31,040 in 2015/16 (source: DCLG, Local Authority Housing Statistics, 2015/16).

³⁵ https://www.london.gov.uk/sites/default/files/2017_london_draft_housing_strategy.pdf (pp.96)

Recommendation 20

That the Council make a commitment that affordable housing should be set at social rent levels or equivalent. There is an opportunity to align affordability levels with the Mayor's Housing Strategy when it is released. Only truly affordable homes for rent or shared-ownership should be classified as such.

Recommendation 21

That the Council be proactive in amending local policies, such as the Planning Policy and Housing Strategy to ensure that the delivery of housing in Haringey better meets the needs of all of its residents, such as affordable homes set at social rent levels. Having a clear policy setting out local criteria on affordability levels will help create a tougher planning regime and provide clear grounds to refuse unsuitable developments.

11. To identify key indicators that enable social interventions of estate regeneration to be measured, ensuring existing communities get the greatest possible benefit from changes to their neighbourhoods.
 - 11.1 The Panel received evidence from officers in Haringey's Regeneration and Policy teams on evaluating the social impact of regeneration. As part of the evidence submitted, the Panel were advised that Haringey had 3,092 households in Temporary Accommodation in September 2017 and 30% of children living on Tottenham's Housing estates live in poverty and in poor quality housing. Haringey has committed to deliver 19,000 new homes to help increase supply, with 5,275 new homes built since 2011, including 1,599 affordable homes. However, it is not clear what proportion of these homes would be available for social rent. The Panel emphasise that positive social impact should continue to be at the heart of regeneration in Haringey.
 - 11.2 The Panel also received evidence from Regeneris on evaluating the impact of regeneration and were advised that an increasing focus on social value and inclusive growth had resulted in renewed focus within the sector on how evidence was collected and impact was measured. One of the key reflections that the Panel took away from this evidence was the need to take a long-term approach; including the need to design targeted interventions, define day-to-day measurables and instigate a robust process of tracking change.
 - 11.3 Evidence was also received from Social Life, who are a social enterprise set up to undertake research and community projects that explore how people are affected by changes in the built environment. The Panel was advised that the concept of social sustainability is used as a key element of the work undertaken by the organisation. Social sustainability is defined as "A process for creating sustainable, successful places that promote wellbeing, by

understanding what people need from the places they live and work.”³⁶ In practice, this involved ensuring that designs were connected to the local/regional economy, whilst also ensuring that it was set within the wider infrastructure that supports social and cultural life, social amenities, systems for citizen engagement and spaces for people and places to grow.³⁷

11.4. Social Life set out two case studies on South Acton Estate and at Hale Village in which a variety of benchmarking data was collected to measure the impact of regeneration. A large number of interviews were carried out with residents and other stakeholders to categorise a range of social sustainability parameters and benchmark them against comparable areas and the national average. In undertaking a number of similar projects, Social Life have proposed a number of key issues in the monitoring of estate regeneration, which the Panel found instructive.

- Focus on the ‘intangible, as well as more easily measurable aspects of everyday life.
- Consider what aspects of community life are strong and work well that could be lost.
- Involve everyone, including young people and groups who tend not to be involved in consultation and engagement exercises.
- Proactively engage with the community and seek out views, do not expect people to come to you.
- Work through activists and organisations but also identify the hidden networks and populations.
- Consider the impact on all the people living on the estate – temporary residents, private sector tenants- not just those that a local authority has a legal responsibility over.
- Track what is happening to people who move away and what their experience is.

11.5 As part of the evidence gathering process, officers from Haringey’s regeneration team gave a presentation to the Panel on the Tottenham Strategic Regeneration Framework (SRF). As part of the SRF, there is a firm commitment from the Council towards providing education and training, improved access to business and job opportunities and promoting safe and healthy communities. The Panel was advised that the SRF has an array of indicators that are used to measure its progress, including those set out in Priority 4 of the Corporate Plan. Other measurements include; tenant satisfaction levels; information on jobs, employment support and training; apprenticeships created; workspace created; resident engagement outcomes and baseline data for growth areas.

11.6 The Panel noted that the SRF was scheduled to be re-evaluated and the performance framework updated as part of a delivery update. The Panel were interested in the work that Social Life are doing with the GLA to produce a framework and suite of indicators to measure social impact in local

³⁶ Source: Social Life. *Design for social sustainability: a framework for creating thriving communities* (2012).

³⁷ Source: Social Life. *Design for social sustainability: a framework for creating thriving communities* (2012).

regeneration programmes. The Panel welcomed the commitment from Haringey officers to monitor the development of the framework and potentially adopt it into Haringey's programme level reporting.

Recommendation 22

That positive social impact should be at the heart of the Council's approach to regeneration. In particular, the Panel emphasised the need to ensure that any regeneration programme put the physical and mental wellbeing of residents at the forefront of its aims. The Panel recommends that a robust matrix be developed which measures the social impact through the entirety of the regeneration process and accurately measures community benefit.

Recommendation 23

The Panel commended the work done by Social Life to use a social sustainability framework to measure the impact of social regeneration. The Panel recommended that the work being done by Social Life and the GLA continue to be monitored and that Haringey adopt the use of the regional framework and accompanying performance indicators developed. The framework should underpin a systematic approach to measuring social impact and commissioning external projects across all regeneration areas in Haringey.

12. To identify opportunities for residents so they can contribute fully to the delivery of objectives outlined in the Council's Housing Strategy (2017-22), including monitoring of progress.
 - 12.1 As part of the evidence gathering process, the Panel met with the HfH Residents Scrutiny Panel to hear from tenants and get their reflections on the Council as a landlord. Attitudes were mixed in relation to whether they would like to see housing services brought back in-house. Overall, the Panel were advised that many of those in attendance had developed a good working relationship with HfH. In particular, the Chair of the HfH Panel advised that the Residents Scrutiny Panel had undertaken reviews of both Council services and Homes for Haringey. Whilst there had been service failures on both sides, Homes for Haringey had worked to remedy issues and provide positive feedback. However, the same level of accountability to residents was felt to be lacking from the Council.
 - 12.2 There was a perception amongst the Residents Scrutiny Panel that the Council was not listening to residents. Whilst, it was felt that their concerns were listened to at the top level, there was failure to resolve individual issues and complaints at an operational level. In particular, residents felt that they did not receive feedback from the Council when they reported issues. The Residents Scrutiny Panel felt that the Council, as well as the HfH Board, failed to listen to the concerns of residents around Decent Homes funding and that many of the

issues encountered were avoidable. There was a perception that had residents been better engaged with, all Council properties would have received Decent Homes works and the process would have been completed by now.

- 12.3 One area of concern raised in relation to Homes for Haringey was failure to monitor contracts adequately; particularly around sub-contractors and that this had led to a poor standard of repairs. The Residents Scrutiny Panel suggested that both Homes for Haringey and the Council consistently failed to hold contractors to account and failed to get value for money.
- 12.4 The Residents Panel raised concerns that Councillors were unaware of reports produced by the Residents Scrutiny Panel, many of which related to Council services. Furthermore, following the production of these reports the Residents Panel were unaware of how and where those reports fed into the Council (if at all), and that there was a failure by the Council to provide any feedback on those reports. The Panel were concerned that the scrutiny processes of the Council and HfH worked in separate silos, with little knowledge and interaction of each other's work programmes. The Panel proposes that there should be better integration, given the clear overlap between the Housing and Regeneration Scrutiny Panel and Homes for Haringey's internal scrutiny process.
- 12.5 The Resident's Scrutiny Panel advised that they did not feel that they would be better served by the scrutiny process being held in public. Neither did they feel that the scrutiny process would be improved by their reports being made public, as it was felt that this could limit their effectiveness and moderate their views. It was their view that confidentiality and the adoption of a critical friend approach towards Homes for Haringey, has resulted in tangible improvements and fostered a good working relationship.

Recommendation 24

That the Council explore ways of promoting greater cooperation between the Council-led scrutiny process and the HfH scrutiny process in order to improve political oversight of HfH.

It is recommended that the Councillors that sit on the HfH Board feed into scrutiny and give reports to the HRSP.

- 12.6 In the evidence submitted to the Panel a key area of concern was around the process of resident consultation. In general, it was felt that the right questions were asked but that there was a fundamental disconnect between the process of engagement and then implementing the improvements that were identified. There was a perceived failure to act on this consultation and a perception that HfH did not do anything with the information. The Panel also heard that leaseholders felt like they received a bad deal from the Council. In particular, it was suggested that there was a lack of clarity on the expenses for leaseholders and their rights.

- 12.7 The Panel were concerned that there is a lack of adequate representation and a lack of residents associations for social housing tenants compared to private sector tenants. This issue is exacerbated by the dispersed nature of social housing provision involving multiple housing providers. The Panel were concerned about the consistency of how residents were engaged with across different housing providers and whether those in a housing association property received the same engagement as Council tenants. The Panel believes that a lack of representation puts tenants at a disadvantage when it comes to engaging with the Council and that their views are crucial. The Panel also felt that funding should be provided to ensure that there is greater representation for tenants and leaseholders.

Recommendation 25

That the Council explore ways of having a broad representation of residents, leaseholders and resident's associations.

As part of this, the Panel would like to see the Council set up an independent advocacy body for residents.

It is vital that Residents are engaged with throughout the regeneration process. Funding should be provided to ensure that representative groups, such as residents groups exist and are consulted.

Recommendation 26

That a full consultation should be undertaken with residents of estates prior to any decision being taken in respect of estate regeneration. The consultation should also include a ballot of all residents and leaseholders on any affected estate.

13. Contribution to strategic outcomes

- 13.1 Improving and increasing social housing levels falls under Priority 5 of the Councils Corporate Objectives:

“Create homes and communities where people choose to live and are able to thrive”

- 13.2 Work in this area also contributes to various crosscutting themes, including “A Fair and Equal Borough” and “Working Together with our Communities”. The delivery of more social housing is vital in relieving the pressure on temporary accommodation services and social housing waiting lists.

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

Finance

The report requests Overview and Committee consider the findings of the Housing and Regeneration Scrutiny panel and agree a number of recommendations.

The full impact of the implications can only be assessed, if and when these recommendations are implemented. If implemented, an evaluation of their financial impact would be undertaken on a case-by-case basis. Recommendations such as, but not limited to, those listed below would all result in financial implications for the HRA:

- Establishment of a wholly owned council development company to start building housing.
- Setting rents at affordable or social rents levels will have financial implications for the Council.
- Requesting an exemption of the 1% rent reduction.
- Setting a capital budget to help bring homes up to decent homes standard.
- Additional investment to ensure cleanliness and upkeep of existing estates.

A number of specific recommendations relate to raising the profile of social housing, governance or other matters, which have no direct financial impact at this stage.

Procurement

Strategic Procurement notes the contents of this report; however there is no procurement input required at this stage.

Legal

The Assistant Director of Corporate governance has been consulted in the preparation of this report and comments as follows:

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 power 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 have 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.

Pursuant to the above provisions, Overview and Scrutiny Committee has established Scrutiny Review Panels which include the Housing and Regeneration Scrutiny Panel, to discharge on its behalf defined scrutiny functions.

The Housing and Regeneration Scrutiny Panel has undertaken a review of social housing and, 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.

The remit of the Scrutiny Panel's review is defined in the terms of reference set out in Paragraph 4.4 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.

In so far as there are legal implications arising from any of the recommendations, these will be addressed before the recommendation can be implemented.

Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not.

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

The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. This should include considering and clearly stating: How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to service and fair representation of all groups within Haringey; Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

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

The Scrutiny Report recommendations aim to improve the quality of life for social housing tenants in Haringey. Women, BAME communities, and

individuals with disabilities and/or long-term health conditions are over-represented among social housing tenants in Haringey. Although no data is available on single parents in Haringey social housing, single female parent households are overrepresented among those in temporary accommodation and are therefore likely to be overrepresented among social tenants. As such, it is reasonable to conclude that the recommendations would have a positive impact on these groups.

The Scrutiny Report recommendations also seek to increase the quantity of social housing in Haringey. This would be likely to have a positive impact on individuals in temporary accommodation. Data held by the Council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. As such, it is reasonable to conclude that the recommendations would have a positive impact on these groups.

15. Use of Appendices

- Appendix A – List of Review Contributors.

16. Local Government (Access to Information) Act 1985

16.1 A list of background documents and articles is listed at Paragraph 1.5 of this report.

16.2 There is no exempt information contained in this report.

Appendix 1

Review Contributors

The Panel received evidence from the following witnesses as part of their evidence gathering – in the order that the evidence was considered.

Film Screening <https://www.dispossessionfilm.com/> and Q&A with Paul Sng, Director/Producer of Velvet Joy Productions

London Scrutiny Network – Social Housing Safety

- Jacqui McKinlay, Centre for Public Scrutiny
- Kevin Hughes, Deputy Assistant Commissioner, London Fire Brigade
- Katie Smith, Head of Scrutiny and Investigations, Greater London Authority
- Jonathan Schifferes, RSA Associate Director, Public Services and Communities

Michael Westbrook, Housing Strategy and Commissioning Manager; and Chris Liffen, Interim Managing Director, Homes for Haringey.

Lynsey Hanley, author of *Estates: an Intimate History*, visiting fellow at Liverpool John Moores University.

Ellen Storrar, Senior Policy Officer, Housing and Land, Greater London Authority.

GLA Housing Committee Meeting – scrutiny of the Mayor's (draft) London Housing Strategy.

Eamon McGoldrick, MD, National Federation of ALMOs.

Stephen Finlay, Research Director, Social Research Institute, Ipsos MORI.

Kathleen Scanlon, Assistant Professorial Research Fellow at LSE London.

Sue Sargeant, Director of Housing and Neil Coils, Regional Head of Housing, Notting Hill Housing.

Wendy Metcalfe, Housing Services Manager, and Chris Bull, Head of Housing Services, Metropolitan.

Helen McDonough, Head of Socio Economic Regeneration; Becky Hatch, Head of Policy and Cabinet Support.

Barney Cringle, Associate Director, Regeneris, and Nicola Bacon, Founding Director, Social Life.

Victoria Moffett, External Affairs Manager (London and South East), National Housing Federation.

Paul McEvoy, Group Head of Affordable Housing Development, Places for People.

Dr Lisa Mckenzie a British sociologist and research fellow at the London School of Economics whose work relates to class inequality, social justice, and British working class culture.

Brian Robson, Acting Head of Policy and Research, Joseph Rowntree Foundation

Geraldine Denning from ASH - <https://architectsforsocialhousing.wordpress.com/>

Brendan Sarsfield, Chief Executive, Peabody.

Dr Paul Watt, Reader in Urban Studies, Birkbeck University.

David Longbottom, Associate Director, and Paul Dossett, Public Sector Audit Practice, Grant Thornton UK LLP.

Jo Wilson, Head of Policy, Future of London.

Anna Minton, the author of Ground Control. Her latest book is Capital: Who is London for? She is also a journalist and Reader in architecture at the UEL.

Professor Flora Samuel, Professor of Architecture in the Built Environment, University of Reading and Co-Investigator UK Collaborative Centre for Housing.

This page is intentionally left blank

Report for: Overview and Scrutiny Committee – 26 March 2018

Item number: 12

Title: Scrutiny Review on Parks

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 July agreed to set up a review project to look at the issue of parks that would be undertaken by the Environment and Community Safety Panel.

2. Cabinet Member Introduction

N/A

3. Recommendations

- 3.1 That the report and its recommendations be approved and submitted to Cabinet for response.

4. Reasons for decision

- 4.1 The Committee is requested to approve the report and the recommendations within it so that it may be submitted to Cabinet for response.

5. Alternative options considered

- 5.1 The Committee could decide not to approve the report and its recommendations, which would mean that it could not be referred to Cabinet response.

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 directly to Corporate Plan Priority 3 – “A clean, well maintained and safe borough where people are proud to live and work”. However, parks also make a contribution to;
- Priorities 1 and 2, in terms of people’s activity levels, food growing and children’s play; and
 - Priorities 4 and 5, in terms of the creation of new green space or investment into existing green space and employment of apprentices or new business opportunities within parks.

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 on parks. 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 the review report. The Scrutiny Panel should keep to the terms of reference and ensure that its findings and recommendations are based good evidence, accord with good practice and are reasonable and rational.

Equality

- 8.5 The Council has a Public Sector Equality Duty under the 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.

- 8.6 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.

- 8.7 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.

- 8.8 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 Parks

10. Local Government (Access to Information) Act 1985

This page is intentionally left blank

Scrutiny Review: Parks

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

CHAIR'S FOREWORD

Haringey's parks are much loved facilities that provide a wide range of benefits for the community. There have been various attempts to quantify these benefits, but parks also contribute to life in the borough in ways that are not always quantifiable, in relation to areas such as health, education, social cohesion and place-making. Despite this, there has historically been a lack of recognition of the wide-ranging benefits that parks provide and a tendency to take them for granted. This has led to them being regarded as a low priority for funding and something of a financial liability.

Parks have suffered disproportionately from budget cuts. The adverse impact of these has been felt gradually but there are now signs that long-term harm is being done to our parks. Although the borough's Parks Service are highly-regarded, it has been widely acknowledged during this review that it is chronically underfunded, with staff numbers too low and maintenance levels insufficient to keep parks at the standards residents expect. The principal cause of this is, of course, the cuts to council funding from central government. However, as a panel we have tried to explore ways of increasing funding within the current constraints.

The most effective and efficient means of managing our parks is for those of sufficient size to have their own dedicated members of staff, as was the case in the past. Although we recognise that this is not possible within the current parks budget, it should be the Council's aspiration for the future. We should also be looking to obtain Green Flag status for as many of our parks as is possible, as this will help ensure that they all benefit from high standards.

It is important that a holistic strategic approach for our parks is taken and that the responsibility for their upkeep and development is more widely shared amongst the partners who benefit from the outcomes they produce. In particular, the Health and Well Being Board should play a key role. Natural Capital Accounting can help to illustrate the contribution that parks make to a range of outcomes by quantifying them, which should also help the service obtain funding from external sources.

Finally, we need to ensure that our parks and open spaces are preserved for future generations. The pressure on land in London is likely to intensify and this may cause parks to be considered as acceptable options for development. Any permanent development on land designated as a park should be objected to on principle, unless the overall provision of open land is enhanced. In addition to the loss of a valuable amenity for residents, any such development would be counterproductive to the regeneration of the borough by reducing its attractiveness. In order to increase levels of protection, we therefore feel that all designated parks should be put under covenant with the Fields in Trust.



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

RECOMMENDATIONS

1. That the Parks Service engage further with Friends groups to ensure they have a clear guide to the structure of the Parks Service and have a named contact for each area of responsibility (*paragraph 3.16*).
2. That the Council's formal position be, subject to the provision of suitable additional funding and the setting of service standards at an appropriate level, to support the making of parks into a statutory service (*4.5*).
3. That it is acknowledged that the current level of revenue funding for the Parks Service is insufficient to maintain parks and open spaces to an acceptable standard and risks causing long term damage to our parks and open spaces and that it therefore is increased (*4.14*).
4. That an explicit commitment be made to maximise the use of Community Infrastructure Levy (CIL) funding for parks and open spaces and that all of the cost of maintaining facilities developed using such funding should also come from the CIL (*4.18*).
5. That every effort be made to maximise capital funding from external sources but that any match funding required for capital works or projects should come from wider capital programme funding rather than specifically from the budget for the Parks Service (*4.19*).
6. That the Council state its aspiration to have a dedicated member of staff in all parks of sufficient size to warrant this and that this be included in its vision for the service within the forthcoming Parks Strategy (*4.23*).
7. That Green Flag status should be sought for all of the boroughs parks that are considered able to achieve it (*4.25*).
8. That, in respect of litter in parks, the development of pilot schemes aimed to reduce levels be welcomed and the Panel kept informed of progress (*4.29*).
9. That levels of litter in parks be monitored closely to ensure that recent changes to waste and recycling arrangements do not impact adversely on them and that information in respect of this be included in regular performance information submitted to the Panel (*4.29*).
10. That the wider benefits of parks are emphasised strongly within the new Parks Strategy and reflected in outcome specifications and that it be developed in collaboration with the Health and Well-Being board in order that health and well-being issues are fully taken into account (*5.5*).

11. That the Parks Strategy be developed utilising values calculated using the Natural Capital Accounting model (5.9).
12. That, in view of the significant contribution that they make to delivering long-term health and well-being benefits, a percentage of the Public Health budget be earmarked for the maintenance and development of parks and open spaces (5.17).
13. That where parts of the local transport infrastructure for walkers and cyclists pass through parks and open spaces, LIP funding be used for their development and maintenance (5.25).
14. That the Council commit to a programme of putting all of the boroughs designated parks and green open spaces under a Fields in Trust covenant and that this includes a clear timetable for completion (6.14).
15. That, when considering planning applications on land abutting parks and open spaces, planning officers negotiate with developers to ensure that developments are sympathetic to their surroundings through measures such as limiting shadowing, greening the façade of buildings and developing a “buffer zone” on land directly adjacent (6.16).

1. BACKGROUND

- 1.1 The review was set up by the Panel in response to community concerns regarding the cumulative effects of budget cuts on parks and open spaces within the borough and the possibility that these may lead to long term decline.

Terms of Reference

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

“To consider and make recommendations to the Council’s Cabinet on the development of a strategy for the borough’s parks and open spaces and, in particular;

- Maintenance of standards and support;
- The wider benefits and contributions to Corporate Plan priorities that parks make;
- Potential sources of funding; and
- Effective protection from inappropriate development or commercialisation.”

Sources of Evidence

- 1.3 Sources of evidence were:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations; and
- Visits to Railway Fields and Albert Road Recreation Ground.

- 1.4 A full list of documentation considered and all those who provided evidence as Appendices A and B.

2. INTRODUCTION

- 2.1 Approximately 13% of Haringey is open space. There are 61 parks and open spaces, 58 of which are the responsibility of the Council. There are also a small number that are not the Council's responsibility, including Alexandra Park, Tottenham Marshes and Highgate Wood. They are very much loved by residents, with 81% indicating that they are satisfied or very satisfied with their local parks and open spaces. There are 13.5 million visits to them per year, which works out as a cost of 9 pence per visit.
- 2.2 The Parks Service is currently part of the Council's Commercial and Operations business unit and comes within the portfolio of the Cabinet Member for Environment. The service is responsible for a number of functions, including:
- Grounds maintenance in parks and open spaces, around Homes for Haringey properties, next to highways and within sports and leisure facilities;
 - Allotments, which is the only part of the service that is statutory;
 - Nature Reserves;
 - Trees and woodland management;
 - Events in parks;
 - Capital Investment and major projects;
 - Sports and play facilities;
 - Partnerships and property management; and
 - Relationships with Friend's groups.

Strategic Role

- 2.3 The Parks Service has a direct relationship to Priority 3 within the Council's Corporate Plan; "A clean and safe borough where people are proud to live". However, it also makes a contribution to:
- Priorities 1 and 2 in terms of people's activity levels, food growing and children's play; and
 - Priorities 4 and 5 in terms of the creation of new green space or investment into existing green space and employment of apprentices or new business opportunities within parks.

Funding

- 2.4 Overall revenue expenditure is currently £4.7m per year. Employee costs are £2.5m of this total. The service has an income of £3.5m though and, taking this into account, the net cost of the service to the Council is £1.2m. 40% of the income of the service comes from its grounds maintenance contract with Homes for Haringey and almost half of all staff are engaged on this contract.
- 2.5 The income that the service receives comes from a wide range of sources, including:
- Grounds Maintenance services - £1.5m;
 - Cemeteries and crematoriums - £770k;
 - Events - £750k;
 - Leased community and commercial property - £245k;

- Professional advice to Homes for Haringey and housing services - £150k;
- Allotments - £94k;
- Filming - £50k;
- Sports fees and charges - £25k; and
- Traded services with schools - £20k.

- 2.6 The resources that are available for maintenance have not changed significantly since the budget for the Parks Service was reduced in 2011. Services provided to Homes for Haringey were unaffected by the cuts and therefore the remainder of the service was affected disproportionately. As a consequence, the number of Parks Service staff working within parks and open spaces was reduced by approximately 50%. There are currently 49 front line gardening and maintenance staff, of which 21 will be wholly engaged in work for Homes for Haringey.
- 2.7 The “More Than Parks” project formed part of Priority 3 of the Corporate Plan and was also part of the Medium Term Financial Strategy (MTFS) for 2015-18. It sought to generate additional income and to reduce service costs by £1.2m over three years. The project represented the first three years of a five-year project to reduce the operational cost of the service to zero.
- 2.8 In addition, around £47m of capital investment has been secured over the last 12 years, of which 70% has been external. £1m of capital funding has come from events in parks but this income is now used for revenue purposes instead. The Council’s 10 Year Capital Strategy includes £7m investment for parks. No further budget reductions are planned over next three years. There is also a certain amount of Section 106 money, which is generally capital rather than revenue funding. In addition, Community Infrastructure Levy (CIL) funding has also been used for parks and open spaces.

External Funding

- 2.9 Whilst there are a number of external funding opportunities for parks, these are nearly all capital funding. External funding has been obtained from a range of bodies, such as Sport England, the Football Foundation, the Heritage Lottery Fund, the Mayor’s Office and Veolia. In particular, the London Marathon Trust has contributed £0.5m to the refurbishment of the athletics track at Finsbury Park. It is sometimes the case that Friends of Parks groups can access funding that is not available to the Council.

Friends of Parks Groups

- 2.10 The Panel heard that the Parks Service has a very good relationship with the 45 Friends groups that are active in the borough. Senior officers from the service meet regularly to discuss issues and strategy with them via the bi-monthly Haringey Friends of Parks Forum meetings. Amongst the things that Friends groups can provide are volunteer support within parks, assisting with tasks such as clearing vegetation, litter and clean-up operations, as well as monitoring maintenance issues, organising activities and events, promoting the park,

conducting surveys, developing vision and applying for external funding. The work that is done by Friends groups is greatly appreciated by the Parks Service. However, the Panel noted the view of officers that the service is now possibly over reliant on their efforts. Many of the actions that they undertake were previously undertaken by parks staff.

- 2.11 The service is also supported by a number of external partners including the Conservation Volunteers, Groundwork and the Police. Most parks have been adopted by a local neighbourhood watch scheme.
- 2.12 The Council submitted evidence to a recent Department for Communities and Local Government (DCLG) Review of Parks. The government has published a response and there is now a cross departmental government group that is co-ordinating action with a cross-sectorial 'Parks Action Group (PAG)' of national greenspace organisations. Dave Morris, the Chair of Haringey Friends of Parks Forum, is a member of the PAG representing the National Federation of Parks and Green Spaces

3. COMMUNITY VIEWS

Introduction

- 3.1 The Panel obtained the views of a number of interested people from within the local community on the current challenges facing parks within the borough. It heard from Dave Morris who presented the views of Haringey Friends of Parks Forum as well as responses from a recent survey of all Friends groups across the borough. In addition, the Panel also heard from Clif Osbourne and Richard Evans from the Conservation Volunteers and Robby Sukdheo from the Pavilion at Albert Road Recreation Ground.

Haringey Friends of Parks Forum

- 3.2 Mr Morris stated that parks and green open spaces were much loved facilities and extensively used. They provided a range of essential and unique services for all sections of the community. He felt that the Parks Service was chronically underfunded. It had suffered 50% cuts in staffing since 2011 but funding levels had been in the lowest quintile of London boroughs even before this. Net spending was now the third lowest in London.
- 3.3 The long term impact of cuts had taken a number of years to manifest. There were now concerns that parks had reached a similar stage of crisis as in the 1980s and 90s and that this would take considerable effort to recover from. The need to generate revenue to compensate for the loss of funding had led to the controversial programme of major commercial events, including concerts, in parks.
- 3.4 Friends groups across the country were calling on local authorities to reverse budget cuts to parks and open spaces and to provide effective protection from development, sell off, fragmentation and inappropriate commercialisation. There was no desire amongst Haringey's Friends groups for alternative management models to be adopted and Mr Morris felt that the Parks Service did a great job despite chronic underfunding and understaffing.
- 3.5 It was important the service had adequate and long-term revenue funding so that it could be rebuilt. He felt that other services that gained benefit from parks should contribute to their upkeep in order to increase the sources and levels of funding. For example, the waste collection budget that is currently earmarked to Veolia could make a contribution in view of the litter that the Parks Service collects. Highways and Transport for London could also contribute as paths within parks are used as travel routes by residents. In order to achieve this, it was important to have a vision for parks. Parks were of particular significance for Haringey as a high percentage of people did not have access to a garden.
- 3.6 He stated that ongoing capital investment was or should be available for parks from sources such as CIL funding, the NHS, the London Mayor's Office and central government. He felt that any match funding should come out of the Council's capital budget rather than from the parks budget.

- 3.7 There needed to be on-site staffing for all substantial parks as well as effective levels of backroom staffing. All parks ought to be maintained to at least Green Flag standard as a minimum. There also needed to be effective protection, with all parks put into the Fields in Trust covenanting scheme. The Haringey Development Vehicle (HDV) was a particular concern due to the potential for pieces of public green space to be placed within it. There was therefore every reason for all parks and open spaces to be placed under covenant in order to provide additional protection.
- 3.8 Community involvement was important and this meant more than just listening to the views of residents. Lordship Recreation Ground was co-managed between the Friends, user groups and the Council and he felt that such an approach could be adopted elsewhere across the borough.
- 3.9 In 2003, the Office of the Deputy Prime Minister: Housing, Planning, Local Government and Regions Committee concluded that a statutory duty of care for public spaces might encourage local authorities to give them greater priority when making funding decisions. The recent DCLG Select Committee report on parks had not recommended this as it was thought that they could be protected by other means. He felt that the lack of a recommendation regarding this had weakened the report. In the absence of suitable alternatives, protection through statutory status provided a way forward. It would need to be backed up with standards and funding though.
- 3.10 Whilst there was a good relationship between Friends groups and the Parks Service, he felt that the Council as a whole had not prioritised the issue of parks. All parks should be managed in a fair and equitable way and receive the same level of service. Finsbury Park was currently suffering disproportionately due to the concerts there, which had been made necessary to provide funding for all parks and open spaces in the borough.
- 3.11 Parks were an essential part of the borough's infrastructure and needed to be properly financed and managed. The Council was responsible for a wide range of services, many of which were statutory, and the budget for parks was a comparatively small part of this. A decision needed to be made by the Council to recognise that if parks were indeed a priority then, proper funding was required.

Friends of Parks Forum Survey

- 3.12 Mr Morris reported that there had been 19 responses to the survey of Friends groups. These contained answers to multiple choice questions as well as extensive comments that provided detailed evidence from most of the parks and green open spaces within the borough. A similar survey was undertaken in 2012, which received 11 responses and a summary of this was also presented. Most parks of a significant size were represented amongst the Friends groups that had responded to the more recent survey. He commented that parks with an active friends group were likely to be in a better condition than those without due to the contribution that Friends groups make.

- 3.13 The survey showed that Friends groups considered that the condition of Haringey's parks in 2010 was, on average between a scale of excellent to poor, between adequate and inadequate. Since the 2011 cuts, staffing presence, maintenance and management was felt to have deteriorated further. Infrastructure repairs and safety were considered to have diminished slightly. Most of the Friends groups that responded were involved in litter picking and maintaining flower beds and woodland. Most did this occasionally and for parts of sites. However, a lot felt that it would be difficult to sustain this level of activity and that they were also doing things that should be done by parks staff. There was a high level of goodwill but this could not be taken for granted.
- 3.14 Ease of contacting parks service grounds workers was currently considered to be between okay and good, with a similar response in respect of office-based staff. Half of respondents stated that their parks had been faced with a threat of inappropriate development or commercialisation. These mainly concerned planning matters, some of which were historic.
- 3.15 Compared with responses on the position in 2010 in the Friends Groups survey from 2012, relations with management were now rated a lot lower. In particular, the rating given to management in 2012 had shown a rapid deterioration following the budget cuts. Infrastructure repairs had also showed some decline. Friends groups had been contributing less to litter picking and flower bed and woodland maintenance in 2012 and had also felt that the level of their involvement at that time was more sustainable. In addition, there had been a substantial dip in the level of satisfaction with working and liaising with grounds workers and office based staff.

Communication with Friends Groups

- 3.16 Although witnesses were highly complimentary about the Parks Service, some Friends groups felt that there could be improvements in the communication between Parks Staff and Friends Groups. At times, queries from Friends Groups can go unanswered or are answered very late. In particular, it was noted that Friends groups do not understand the structure of the Parks Service or the appropriate officer to contact about specific issues.

Recommendation:

That the Parks Service engage with Friends groups to ensure they have a clear guide to the structure of the Parks Service and have a named contact for each area of responsibility.

The Conservation Volunteers

- 3.17 Mr Osbourne and Mr Evans felt that Haringey Parks Service provided an excellent service and were head and shoulders above other boroughs in their work. However, they were limited by what they were able to do due to lack of

resources. They had a good partnership with the Council and were in the process of agreeing a lease on Railway Fields from them, which they currently manage and run. They receive funding from the Council as well as some external sources, including the Veolia Educational Trust who contribute £30,000 per year. There is also some funding from corporate partnerships.

- 3.18 All the work on the site is currently undertaken by volunteers. The Conservation Volunteers also worked in 20 other parks. In particular, they produce conservation action plans and undertake Green Flag work in some parks. They stated that there was a biodiversity action plan for the borough but this was now out of date. They had worked closely with the borough's Conservation Officer and they were currently waiting for a new one to be appointed by the Council. The Panel was subsequently informed that this post is currently being filled.
- 3.19 Mr Osbourne and Mr Evans highlighted the educational work that the Volunteers currently undertake. They host a large number of visits from nursery, infant and primary schools during the year. A part time education project officer is employed and additional funding is being sought to extend his/her hours. Outreach is provided to some schools and bids for external funding had been made to support this work.
- 3.20 They felt that the Council's Parks Service was seriously understaffed and that this was bound to have effects. Without Friends groups, there would be a lot more difficulties. Understaffing had compromised the care that the service was able to give to parks. In some places, neglect of paths and benches was so bad that they were potentially dangerous. Managers could struggle to respond to enquiries due to the size of their workloads. In the light of the budget constraints that the service had, they felt that what they had managed to achieve was remarkable.

The Pavilion at Albert Road Recreation Ground

- 3.21 The Panel met with Mr. Sukdheo at the Albert Road Recreation Ground, which has benefitted substantially from investment in facilities. Of particular note is the impact that improvements have had on reducing anti-social behaviour and providing sports and leisure opportunities for local children and young people.
- 3.22 He reported that the recreation ground had been affected in the past by gangs and the Pavilion had had problems with graffiti. Facilities had since been vastly improved and external funding had been obtained to fund developments, including £300,000 from the Lawn Tennis Association. Recent enhancements included facilities for table tennis. In addition, work was being undertaken to resurrect the bowls facilities and to introduce petanque, which had been funded by the ward budget.
- 3.23 Tennis courts were available from £5. As long as there was nobody waiting for a court, people could stay on for as long as they wished. Children were allowed to use the tennis courts for nothing. The view was that income would instead be generated by them taking tennis lessons in due course. In addition, schools

were able to use the facilities for free. The hope was that this would encourage people to spend money in the café.

3.24 Levels of crime and vandalism were now very low. They had successfully employed a number of gang members and this has helped to reduce problems. It was now very rare for there to be incidents. There was a very good relationship with the Parks Service and the Friends Group. The Parks Service were responsible for the grounds maintenance. Bookings for the sporting facilities had increased by tenfold in the last 15 years.

3.25 He felt that the Parks Service were massively understaffed and severely stretched. This could lead to work not being done as often as it needed to be. For example, hedges had needed to be cut as they were almost on the road. Staff also tended to be moved around a lot, which could lead to a lack of continuity.

4. MAINTAINING AND SUSTAINING PARKS AND OPEN SPACES

Introduction

- 4.1 The biggest current challenge facing parks and open spaces would appear to be ensuring that they are maintained adequately following the significant budget reductions that have taken place in recent years. The Panel therefore focussed in detail on the options that might be available to address this. Most local authorities are in a similar position to Haringey and there are a number of ideas that are currently being explored.
- 4.2 Tony Leach from Parks for London outlined some of the initiatives that are being undertaken. The purpose of Parks for London is to inform and advise all who manage and are involved in parks in London, celebrate all the good things that parks contribute and share good practice. Mr Leach felt that parks had reached a tipping point due to the cumulative effect of cuts. There was a danger of them suffering decline to the levels experienced in the 1980s, when their visible neglect made them a magnet for anti-social behaviour.

Statutory Status

- 4.3 Parks are not a statutory service and had therefore suffered disproportionately from budget cuts as services which were statutory had been prioritised. It has been suggested that making them a statutory service could provide a means of reversing their decline. However, Mr Leach commented that demands on statutory services were already very high though and designating another service as statutory without additional funding would merely increase demand on limited resources. He therefore felt that it would only be of benefit if accompanied by specific ring fenced funding.
- 4.4 The Panel noted the view of Simon Farrow Highway, the Parking, Parks and Open Space Manager from the Council's Commercial and Operations Service, who commented that statutory services had also been affected deeply by budget cuts. It was the view of his professional colleagues that statutory status for parks could lead to a "race to the bottom", with services benchmarked against the lowest standards.
- 4.5 Although it is not within the power of Haringey to change this, the Panel is of the view that making parks a statutory service would raise its profile and guarantee their maintenance to a certain level. It would also make parks a higher priority when funding decisions are taken. It is nevertheless mindful that it is very unlikely that there would be any benefit from this if it merely increased further the pressure on funds for statutory services. In addition, benchmarking would need to be set at an appropriate level so that this did not just lead to services being provided at the bare minimum. It nevertheless concurs with the view of Parks for London that there would be benefit in parks becoming a statutory service if this is accompanied by additional funding from central government and underpinned by the setting of service standards at an appropriate levels.

Recommendation:

That the Council's formal position be, subject to the provision of suitable additional funding and the setting of service standards at an appropriate level, to support the making of parks into a statutory service.

Funding

- 4.6 Mr Leach stated there are no simple solutions to the issue of funding but having a clear strategy would put boroughs in a better position. There were a wide range of grants available, such as the Community Infrastructure Levy (CIL), Section 106 and the London Marathon Charitable Trust and not all boroughs were taking full advantage of these. It was possible to use some sources of capital funding as revenue, for example CIL funding. One other option was crowd funding for specific projects with boroughs match funding the amounts raised.
- 4.7 The Panel noted that the biggest challenge was to identify sources of revenue funding. The government is encouraging a range of solutions, including investing to save. In larger parks, investment in facilities could provide a means of generating a revenue stream. One option that is being trialled is the setting up of endowment funds to provide a long-term revenue stream. This requires the creation of a trust to run those parks and open spaces that were to benefit from the endowment. Sheffield and Newcastle have considered such approaches but only Newcastle had so far decided to proceed, albeit for a small proportion of their open spaces. There is a danger that such an approach could create a "two tier" system. It is not yet clear whether endowment schemes are a viable option and, in particular, how safe money invested in endowments is. More money is currently spent on parks in London and the south east than elsewhere so the pressure to test such alternative approaches is not as intense.
- 4.8 There are already a number of parks that operate as independent trusts, including Alexandra Palace Park and Crystal Palace. All of them have faced challenges though. Bexley had run one of its parks through a trust but has recently brought it back in-house and wound the trust up. Potters Field, which is adjacent to City Hall, is owned by Southwark but run by a trust and has generated a lot of income. In particular, the trust has collaborated with the nearby Business Improvement District to improve other neighbouring parks.
- 4.9 There are some parks and open spaces that are particularly special and therefore well placed to generate income. Mr Leach felt that it was important to ensure that reasonable amounts were charged for their use. Some boroughs have developed trading arms, which allow them greater freedom to trade and make a profit, including Bromley and Hounslow. Such models are very new and it is therefore currently unclear how effective they are likely to be.
- 4.10 The Panel noted that most London boroughs have been forced to increase the number of events that are held in their parks in order to increase income. However, there have not been as many events that have taken place as

perceived. There were only 9 very large events (50,000 plus spectators) in London in 2016 and 2 of these were royal events. There had been 34 events that were classified as large (5,000 to 50,000 spectators) including events in Finsbury Park. However, Mr Leach felt that income from an increase in the number of events in parks was not a long-term solution to the revenue funding of parks.

Revenue

- 4.11 All of the witnesses that the Panel heard from felt that Haringey parks are chronically underfunded and that this was having an adverse effect that may have long-term consequences. It feels that there are currently not enough staff to meet demand in areas such as litter picking, grass cutting and carrying out basic maintenance and this is, in some cases, causing health and safety concerns. As shown by the Friends of Parks Forum survey, a majority of Friends groups feel that standards of both management and maintenance, along with Friends/Council communications, have declined. Without Friends groups, this situation would undoubtedly be considerably worse.
- 4.12 Any decline is not the fault of Haringey's parks staff and all witnesses that the Panel heard from were highly complimentary about them. For example, the Conservation Volunteers staff at Railway Fields described Haringey's Parks Service as 'second to none' in London.
- 4.13 A comparatively large percentage of Haringey residents do not have access to a garden and this means that parks are of particular importance to the borough. In addition, the majority of the new homes that are planned for the borough will not have gardens. This makes it particularly difficult to justify a net level of spending on parks that is now the third lowest in London.
- 4.14 The Panel feels that the current situation is unsustainable and risks causing long-term damage to our parks and open spaces. It needs to be acknowledged that there is insufficient revenue funding for the service. Whilst the Panel is mindful that all areas of the council's budget are under pressure, it nevertheless recommends that revenue funding for the Parks Service be increased.

Recommendation:

That it is acknowledged that the current level of revenue funding for the Parks Service is insufficient to maintain parks and open spaces to an acceptable standard and risks causing long term damage to our parks and open spaces and that it therefore is increased.

Capital

- 4.15 The Panel noted that Haringey's submission to the Communities and Local Government Select Committee review on parks stated that there will be between £7 and £10 million invested in parks through Section 106 and Community Infrastructure Levy (CIL) funding over the next ten years. Peter

O'Brien, Assistant Director for Area Regeneration, reported that parks and open spaces in Tottenham have already benefitted significantly from Section 106 funding. The funding arises from planning obligations and is therefore generally capital but a small percentage can be allowed for maintenance.

- 4.16 The Panel was advised that CIL funding can be used for revenue as well as capital provided that it is used to maintain infrastructure funded by it. However, a decision was taken in Haringey to use strategic CIL for spending against the Capital Programme. Access to such funding is likely to vary across the borough but there should nevertheless be opportunities to take advantage of it. Further opportunities will arise from the development of neighbourhood plans as 20% of CIL funding is intended to be spent on neighbourhood priorities. With several areas of the borough being developed, CIL funding can provide a significant additional source of funding. However, Mr O'Brien stated that there are considerable demands on CIL funding but its further use for parks could nevertheless be explored.
- 4.17 Mr Farrow reported that the proposed Business Improvement District for Wood Green has been extended to include Ducketts Common and could provide an opportunity to fund additional enforcement and litter picking there. In respect of CIL, he felt that it would be necessary to engage with planners regarding the identification of a percentage of funding for green open spaces and the joining up of such spaces. The Panel noted that a report is being submitted to the Council's Cabinet regarding a five-year programme for CIL funding.
- 4.18 The Panel has noted and concurs with the recommendation of the CLG Select Committee on Parks that states: "We believe that local authorities should be allowed to use Section 106 and Community Infrastructure Levy funds to cover parks' revenue requirements." It feels a commitment should be made to maximise the use of CIL funding for the development of parks and open spaces, particularly in areas with a Neighbourhood Plan, and that *all* of the cost of maintaining facilities developed by such funding should also come from the CIL.

Recommendation:

That an explicit commitment be made to maximise the use of Community Infrastructure Levy (CIL) funding for parks and open spaces and that all of the cost of maintaining facilities developed using such funding should also come from the CIL.

- 4.19 The Panel notes that significant capital funding has been obtained from external sources, such as the London Marathon Trust, the Veolia Educational Trust and the Heritage Lottery Fund. It feels that every effort should be made to maximise funding from such sources. However, it is mindful that obtaining such funding can also create difficulties for the Parks Service if match funding is required. It therefore feels that any match funding for capital works or projects should come from wider capital programme funding rather than specifically from the budget for the Parks Service.

Recommendation:

That every effort be made to maximise capital funding from external sources but that any match funding required for capital works or projects should come from wider capital programme funding rather than specifically from the budget for the Parks Service.

On Site Staff

- 4.20 Markfield Park and Lordship Recreation Ground are currently the only two parks within the borough to have dedicated on-site staff. However, this is to ensure that the terms of their Heritage Lottery Grant are complied with as there is a 10-year commitment to an increased level of maintenance. The Council's commitment to this is counted as additional match funding. Once the ten-year period has passed, there is no longer any financial contractual obligation, as is now the case with lottery-funded Finsbury Park.
- 4.21 Mr Farrow stated that, provided that there was sufficient work to keep them fully occupied, having a dedicated member of staff on site was the most efficient way to support and maintain individual parks and was a good aspiration. He felt that the Lordship Recreation Ground community/Council co-management model was a success story and showed what well-funded and well-staffed parks could be like in the future.
- 4.22 The view of Haringey Friends of Park Forum was that dedicated on-site staff are required in all parks of a significant size in order to improve standards of management and maintenance. Lewis Taylor, Parks Manager from Commercial and Operations, commented that there used to be site based staff in a lot of the larger parks and this had helped to develop a sense of ownership on the part of staff. The number of site-based staff had diminished following the introduction of Compulsory Competitive Tendering and they had been replaced with mobile staff.
- 4.23 The Panel is of the view that the Council should aspire to have a dedicated member of staff on site in all parks of sufficient size to warrant it. It is mindful that, within current budget constraints, this will need to be aspirational at the moment but feels that this is model of service that the Council needs to be working towards and part of the future vision for the service that should be included within the forthcoming strategy.

Recommendation:

That the Council state its aspiration to have a dedicated member of staff in all parks of sufficient size to warrant this and that this be included in its vision for the service within the forthcoming Parks Strategy.

Green Flag

- 4.24 The Council has been successful in gaining annual Green Flag status for 22 parks within the borough, a number that has gradually increased since 2003. The awards require eight sets of criteria to be fulfilled, including partnership with a range of bodies. 22 major parks and open spaces are also maintained to Green Flag Standard. Smaller spaces are managed to the same specification but do not have formal management plans.
- 4.25 The Panel is of the view that the Green Flag scheme is of value in promoting good standards within parks. It therefore feels that Green Flag status should be sought for all of the boroughs parks that are considered able to achieve it.

Recommendation:

That Green Flag status should be sought for all of the boroughs parks that are considered able to achieve it.

Litter

- 4.26 The Panel noted evidence that level of litter has increased. The Parks Service currently spends £0.25 million per year on litter picking and emptying bins, which could be better spent employing additional parks staff. Work has been taking place with Parks for London and Keep Britain Tidy to look at how levels of litter can be reduced.
- 4.27 Consideration is being given to the use of different types of bins and some open bins have been removed. The service is also looking at the greater use of equipment as there are pieces on the market that could help. However, many machines are too heavy and not suited to the terrain in parks. Community Payback has proven useful for litter picking but that there is an agreement that it can only be used where friends group are happy at their use.
- 4.28 Recycling collections have been withdrawn due to the issue of contamination, where a small number of non-recyclable items placed in recycling bins can result in entire loads being rejected. There are nevertheless still 13 recycling bins. The amount of recyclable material that comes from parks is, in any case, small. The best solution is for people to take their recyclable materials home.
- 4.29 Mr Farrow reported that a range of approaches will be piloted to reduce litter. One of these under consideration was removing all bins except ones for dog waste. It was not clear what was likely to work and there was no simple solution. The Panel welcomes the pilot schemes that are being developed and requests that updates on progress be presented to the Panel in due course. In addition, the Panel is mindful of the potential for recent changes to waste and recycling collection arrangements to impact on parks and open spaces and would also wish to monitor this issue.

Recommendations:

- That, in respect of litter in parks, the development of pilot schemes aimed to reduce levels be welcomed and the Panel kept informed of progress; and
- That levels of litter in parks be monitored closely to ensure that recent changes to waste and recycling arrangements do not impact adversely on them and that information in respect of this be included in regular performance information submitted to the Panel.

5. THE WIDER BENEFITS OF PARKS

Introduction

- 5.1 The Panel heard that parks and open spaces contribute to a very wide range of benefits to the community and many of these are only now starting to be appreciated. The benefits cover a wide range of areas, which include:
- Health and well-being;
 - Leisure and recreation;
 - Climate change adaptation and mitigation;
 - Ecology and diversity;
 - Transport routes;
 - Social cohesion;
 - Flood control; and
 - A sense of place and attractiveness.

Strategic Role

- 5.2 Mr Leach stated that the development of a green infrastructure strategy by boroughs could provide them with an important tool to guide them and the Mayor's draft London plan encouraged all boroughs to do this. He felt that it was particularly important that the wider benefits of parks were reflected fully within this. A holistic approach was more complicated but could deliver greater rewards in the long term. Strategies could be developed in collaboration with Health and Well Being Boards as, in particular, parks provide a lot of health and well-being benefits. He also felt that having outcome specifications that relate to priorities such as health and education could also be useful in helping to generate funding.
- 5.3 The Panel noted the following finding of the Select Committee on Parks "We strongly believe that without being able to demonstrate the contribution made by parks to broader agendas, local authority parks departments will find it difficult to secure sufficient priority for their parks, or to access alternative funding sources. For this reason, we welcome the new models which are emerging to help assess the value of parks' broader contributions in a more nuanced way."
- 5.4 It is intended that the Council's new Parks Strategy will recognise the wider benefits of parks through considering the service's strategic role further and, in particular, aiming to quantify the contribution that is made to a range of corporate priorities. As part of this, it will explore opportunities for other Council services to commission further activities in parks. Work is also taking place with partners regarding shared management arrangements.
- 5.5 The Panel welcomes the recognition of the wider benefits of parks within the new strategy and feels that they should be emphasised strongly and reflected in outcome specifications. In addition, it is of the view that there should be specific collaboration with the Health and Well Being Board to ensure that health and well-being issues are taken fully into account.

Recommendations:

That the wider benefits of parks are emphasised strongly within the new Parks Strategy and reflected in outcome specifications and that it be developed in collaboration with the Health and Well-Being board in order that health and well-being issues are fully taken into account.

Quantifying the Value

- 5.6 Various efforts have been made to quantify the total value of the contribution that parks and open spaces make. This is important as parks may otherwise be regarded as a financial liability and investment in them as a drain on the public purse.
- 5.7 A tool developed by the University of Exeter has calculated the value of Haringey's parks and open space to the local economy at £24,308,554 per annum. A report (Natural Capital Account for London) commissioned by the Greater London Authority, National Trust and Heritage Lottery Fund to estimate the economic value provided by London's public parks also found the following:
- London's public green spaces have a gross asset value of more than £91 billion, providing services valued at £5 billion per year;
 - For each £1 spent by local authorities and their partners on public green space, Londoners enjoy at least £27 in value;
 - Londoners avoid £950 million per year in health costs due to public green space;
 - The value of recreational activities is estimated to be £926 million per year; and
 - For the average household in London, the monetary value of being in close proximity to a green space is over £900 per year.
- 5.8 It is estimated that the gross asset value of Haringey's parks and open spaces was £2.9 billion. It put the mental health savings for Haringey as £41 per person per year and physical health savings at £70 per person per year. These figures are particularly important as they show that any money allocated to parks by the NHS or public health as part of preventative measures is likely to deliver positive outcomes.
- 5.9 The Panel concurs with the view of the Select Committee on Parks of the importance and assessing the value of the contribution that parks make to a range of outcomes. It notes that both Barnet and Barking and Dagenham have produced strategies for parks and open spaces that utilise values calculated using the Natural Capital Accounting model and feels that Haringey should follow a similar route as a means of strengthening its case for sustainable funding and generating funding.

Recommendation:

That the Parks Strategy be developed utilising values calculated using the

Natural Capital Accounting model.*Health and Well Being*

- 5.10 The Panel considered in detail the significant contribution that parks and green spaces make to health and well-being. Evidence regarding this was received from Marlene D'Aguilar from the Council's Public Health Service and Marco Inzani from Haringey CCG.
- 5.11 Ms D'Aguilar reported that there were targets for the borough for reducing levels of inactivity, which were currently going down. Parks had a key role in addressing inactivity through both organised activities, such as the Council's walks programme, and unorganised activities, such as play. They are also used for formal and informal sports use, such as football, tennis and outdoor activities. Outdoor gyms and green gyms have made parks a purposeful health destination. There were people who use parks for walking and running and these activities have no cost. There are also established and informal walking and running groups who use parks on a regular basis. In addition to physical health, parks can also help to address mental health and social isolation through providing places for people to meet and socialise.
- 5.12 One particular initiative that was taking place is the placing of distance markers around some of the borough's larger parks to assist walkers or runners in knowing how far they have walked or run. In respect of children, parks enabled them to use their imagination and active learning when playing and can assist in the development of leadership skills due to safe risk taking.
- 5.13 Mr Inzani reported that the CCG concurred with the views of Public Health. The CCG currently had a number of priorities and older people were a particular focus of attention. Action planned in respect of this would include initiatives to increase independence and reduce social isolation. There was an opportunity to link this work with the promotional work on parks being undertaken by Public Health. Prevention is also an important part of the work that is being undertaken and exercise and, in particular, walking are important parts of this with specific links to parks.
- 5.14 He stated that preventative work is the responsibility of Public Health. Whilst the CCG was supportive of the preventative agenda, actions arising from it can take a long time to deliver benefits. Some campaigns, such as smoking cessation, could deliver quicker results. The CCG also has its own cost pressures and currently has a deficit of £7 million.
- 5.15 The Panel noted that key parts of the Sustainable and Transformation Plan (STP) for the north central London are focussed on achieving savings through prevention. It is of the view that parks have an important role to play in the achievement of such outcomes. It is essential that there is provision for prevention in health budgets in order to provide funding for things that could

contribute significantly, such as parks. Failure to invest in prevention is likely to have long-term costs for the health economy.

5.16 Mr Inzani stated that he would be happy to refer any relevant recommendations from the review to North Central London Partners, who have overall responsibility for the STP. Prevention was within the responsibilities of the local authority due to its role in respect of public health. However, prevention was nevertheless something that the CCG believed in. The Panel noted that the total annual budget of Haringey CCG was £359 million whilst that of the Public Health Service was £20.742 million.

5.17 The Panel considers that the contribution that parks and open spaces make to health and well-being has so far been undervalued and unrecognised. Evidence provided to the recent Select Committee on Parks from the Land Trust highlighted research from the University of Exeter, which concluded that parks and open spaces in England contribute £2.2bn to public health. In addition, a significant part of preventative action that is planned as part of the STP in order to deliver savings for health and social care partners involves their use. The Panel therefore is of the view that a percentage of the Public Health budget should be earmarked for the maintenance and development of parks. The Panel is nevertheless mindful that prevention should not just be the responsibility of the local authority as it is priority for all local health and social care partners.

Recommendation:

That, in view of the significant contribution that they make to delivering long term health and well-being benefits, a percentage of the Public Health budget be earmarked for the maintenance and development of parks and open spaces.

Regeneration

5.18 The Panel received evidence from Peter O'Brien, Assistant Director for Area Regeneration on the role that the borough's parks and open spaces play within plans for regenerating and developing the borough. Parks were one of the attractions of Tottenham and a key ingredient for successful communities. The Panel noted his view that bad parks can have precisely the reverse effect. They were a major priority for residents, as demonstrated by a survey undertaken of residents in Tottenham Hale that placed them as their second highest priority. Social groups were also massively skewed towards those that were linked to the use of parks and open spaces. There was huge pressure to deliver additional housing for the borough and, as most of the planned housing developments do not have gardens, the importance of parks is even greater.

5.19 He reported that networks of green spaces are being developed by taking action to connect them. This will involve greening certain streets ("greening the grey"), which will help to improve air quality and biodiversity. He stated that healthy and active living is an increasing priority in regeneration.

- 5.20 The Panel noted that proximity was not the same as accessibility. For example, a significant number of people in Tottenham have not visited Lee Valley, despite it being nearby. This demonstrated the importance of connections. The all London green grid provides the overall policy framework to guide the design and delivery of the green infrastructure for London. There is a Haringey grid beneath this and this could be used to focus action to bring in funding in regeneration areas, such as Tottenham.
- 5.21 The Parks Service are consulted on relevant planning applications and are also part of the planning process. They have been engaged from the outset in proposals regarding the regeneration of Tottenham and, in particular, “greening the grey”. Mr. Farrow commented that implementing policies such as connecting up green spaces took time. He reported that public space might not necessarily always be managed by local authorities and can instead be maintained by separate service charges to residents. An example of this is Queen Elizabeth II Park in Stratford.
- 5.22 The Panel was pleased to note that the boroughs parks and open spaces are a key attraction of Tottenham. They are therefore important to plans to regenerate the area. However, it is also mindful of the evidence that it heard that their neglect has the potential to have a negative impact on such plans. It is of the view that this further strengthens the argument for an increase in revenue funding.
- 5.23 It also recognises that where regeneration takes place and the population increases, the demand on parks will become greater. This increase will be accompanied by additional intake of council tax and business rates for the Council and, in recognition of the increased demand on parks, it feels that a proportion of this should be put towards the parks budget as additional funding.

Transport

- 5.24 The Panel noted evidence from Mr Leach that funding from Transport for London could be obtained by boroughs bidding for Local Implementation Plan (LIP) funds. This could be used to develop any parts of the local transport infrastructure that pass through parks and open spaces. In particular, the Mayors Transport Plan included the aspiration to develop healthy streets that were suitable for walking and cycling and this would include those that passed through parks and open spaces.
- 5.25 The Panel therefore is of the view that where parts of the local transport infrastructure that are used by walkers and cyclists pass through parks and open spaces, LIP funding be used for their development and maintenance.

Recommendation:

That where parts of the local transport infrastructure for walkers and cyclists pass through parks and open spaces, LIP funding be used for their development and maintenance.

6. PROTECTION

Introduction

- 6.1 The Panel noted that parks and green open spaces within the borough are protected through a number of ways. All that are designated as such receive protection under the Local Plan. Major areas of open space are further designated as Metropolitan Open Land and Significant Open Land. A number of open spaces are designated as local nature reserves or Sites of Importance for Nature Conservation (SINC's). Eight parks have been dedicated as Queen Elizabeth II Fields, a Fields in Trust protection scheme that was set up in celebration of the 2012 Diamond Jubilee.
- 6.2 Concerns have nevertheless been expressed by residents about the possibility of parks being used for development purposes. Half of the respondents to the survey commissioned by Haringey Friends of Parks Forum stated that their park had been threatened with inappropriate development or commercialisation. The Panel also noted evidence from Mr Leach that, whilst the draft London plan had shown most parks and open spaces as being protected, this would not necessarily prevent planners from looking at some areas of such green space.

Regeneration and Development

- 6.3 Mr O'Brien felt that there was generally a high level of protection for parks and green open spaces, although this did not apply to open spaces that had not been formally designated as such. In some cases, swapping land used for parks and open spaces for other pieces of land could be considered. As a general rule, regeneration plans avoided the use of parks and open spaces if at all possible.
- 6.4 He stated that it is not Council policy to allow developments on land that is designated as parks and open spaces and this is not expected to change. Land that is not designated has a lesser level of protection. There is particularly strong protection for the three sites that have benefitted from Heritage Lottery Funding, with a 35-year claw back period. The development of the new Parks Strategy will include public debate about what is acceptable in parks.
- 6.5 Mr O'Brien commented that, in some limited circumstances, land swaps could lead to configurations of parks and open spaces that worked better. While clear planning protection exists and was important, a complete lack of flexibility could have unforeseen consequences in limiting the options available when delivering complex regeneration programmes.

Fields in Trust

- 6.6 The Panel heard from David Sharman, from Fields in Trust, who reported on the increased protection that could be provided for parks and open spaces through working with them to develop covenants. The organisation was set up over 90 years ago and originally called the National Playing Fields Association and is

dedicated to improving outdoor facilities. There can be challenges regarding land designated as green open space and a covenant provides a more secure and effective means of protection.

- 6.7 The covenants are a bespoke legal agreement that require the landowner to maintain the land in perpetuity. Any changes to the agreement require the approval of Fields in Trust. Activities ancillary to recreation are permitted and there is a list of permitted changes, such as the development of 3G sports pitches. Cafes, playgrounds and green gyms can be included within the protection.
- 6.8 Eight parks and open spaces in Haringey are already protected through such a covenant as part of the Queen Elizabeth II Fields scheme and the Panel heard that these have worked well. Mr Sharman felt that extension of such protection would demonstrate forward thinking on behalf of the Council and provide a significant public commitment to preserving parks and open spaces. Such a move could also provide improved access to funding through sources such as the London Marathon Trust.
- 6.9 Mr Sharman stated that should Haringey wish to extend its use of covenants to cover all of the borough's parks, it might be possible to use the borough as a model of good practice. Hammersmith and Fulham have already included all of its parks and Glasgow City Council has included 27 of theirs. Other local authorities are considering similar action.
- 6.10 The process for covenanting sites is relatively straightforward. A survey of sites would need to be undertaken and a template deed developed in collaboration with legal officers. The legal work required is likely to take days rather than weeks to complete. Once completed, the covenants require signing and sealing. The input of Fields In Trust and plaques is free of charge. The only upfront cost is £80 that needs to be paid to the Land Registry.
- 6.11 2,830 sites around the UK are currently protected, covering 31,000 acres. Approximately half of these have been covenanted since the current deed of dedication was developed. The protection that the covenants provide will be stronger than current protection, which can be subject to change due to revisions in local plans. The protection is also long term in nature. The covenants can allow for commercial events to be staged but a limit will need to be set. However, this can provide an efficient way of limiting the number of events.
- 6.12 The Panel heard that land swaps would still be technically possible where parks are protected by covenant. In such circumstances, a request would need to be submitted for approval to the Fields in Trust Land and Planning Committee. Approval can be given to disposal of land provided there was suitable replacement. Such replacements would need to be better and benefit the same community. Proposals for replacements also need to be firm and not speculative. The Panel is of the view that land swaps should only be proposed if they enhance provision of green space rather than merely replace pieces of land.

6.13 Whilst the Panel notes that all parks and open spaces are protected under the Local Plan, and some designated as Metropolitan Open Land or Significant Open Land, it feels that firmer protections are nevertheless needed to reassure residents and enshrine this commitment. In addition, current protections could be subject to change due to revisions in Local Plans.

6.14 The Panel also noted that the Parks Service would be likely to incur legal costs in the region of £1200 per covenant for each additional park or green open space that was put under covenant. It nevertheless is of the view that putting all of the boroughs parks and green open spaces under a Fields in Trust covenant would provide;

- An effective additional layer of protection;
- Demonstrate a commitment to preserving parks and open spaces for future generations; and
- Provide reassurance to local residents that developments will not be able to impinge on parks and open spaces.

Recommendation:

That the Council commit to a programme of putting all of the boroughs designated parks and green open spaces under a Fields in Trust covenant and that this includes a clear timetable for completion.

6.15 The Panel also feels that, as a point of general principle, there should be strong objection to any form of permanent development on land designated as parks and open spaces, unless overall provision is enhanced through a land swap and there is no net loss of open land. This should be enshrined in planning and regeneration policy.

6.16 Careful consideration also needs to be given to what is built on private land abutting parks and open spaces so that any developments that take place on them are sympathetic to their surroundings. The Council should therefore negotiate with developers to ensure that this is addressed through measures such as limiting shadowing, greening the façade of buildings and developing a “buffer zone” directly adjacent to park land.

Recommendation:

That, when considering planning applications on land abutting parks and open spaces, planning officers negotiate with developers to ensure that developments are sympathetic to their surroundings through measures such as limiting shadowing, greening the façade of buildings and developing a “buffer zone” on land directly adjacent.

Appendix A

The Panel received evidence from the following:

- Simon Farrow – Highway, Parking, Parks and Open Space Manager, Commercial and Operations
- Lewis Taylor – Parks Manager, Commercial and Operations
- Dave Morris, Chair of Haringey Friends of Park Forum
- Marlene D'Aguilar – Health in All Policies Officer, Public Health Service
- Marco Inzani – Head of Integrated Commissioning, Haringey CCG
- Peter O'Brien – Assistant Director, Area Regeneration
- Tony Leach - Parks for London
- David Sharman - Fields in Trust.
- Clif Osbourne and Richard Evans - The Conservation Volunteers
- Robby Sukdheo – Albert Road Recreation Ground

Appendix B

List of documents submitted or considered as evidence:

- Haringey Parks Service;
 - PowerPoint overview;
 - Overall Parks Budget Positions 2017-18;
 - List of 50 park sites and their protections.
- Haringey Friends of Parks Forum:
 - Haringey Parks and Green Spaces Scrutiny Review Summary/Appendices on Structure/Funding Options/Vacant Officer Posts/Forum Submission to National Inquiry/Mins of Sept 2017 Forum.
 - Results of Questionnaire of Haringey's Friends Groups 2017 (in full), and Results of Questionnaire from 2012 (Summary only)
- Friends of Parkland Walk statement and survey
- Panel Notes from 29 September 2017, 31 October 2017, 21 December 2017 and 8 January 2018.
- CLG Select Committee Report on Public Parks (30 January 2017)
- Natural Capital Accounts for Public Green Space in London – GLA, National Trust and Heritage Lottery Fund (October 2017)
- Park Life: Ensuring Green Spaces Remain a Hit with Londoners - London Assembly Environment Committee (July 2017)
- Learning to Rethink Parks; Big Lottery Fund, Heritage Lottery Fund and Nesta (2106)

Report for: Overview and Scrutiny Committee - 26 March 2018

Item number:

Title: Scrutiny Review on Support to Children from Refugee Families

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

Lead Officer: Robert Mack, 020 8489 2921 rob.mack@haringey.gov.uk

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 July 2017 agreed to set up a review project to look at Child Friendly Haringey.

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 approve the report and the recommendations within it so that it may be submitted to Cabinet for response.

5. Alternative options considered

- 5.1 The Committee could decide not to agree the report and its recommendations, which would mean that it could not be referred to Cabinet for response.

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 1.7 of the report.

7. Contribution to strategic outcomes

- 7.1 This review relates to Corporate Plan Priority 1 – “Enable every child and young person to have the best start in life, with high quality education”.

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

Finance and Procurement

- 8.1 The report proposes to undertake a review of the service delivery model, which is likely to have budget implications. Once a preferred options are tabled, finance will work with the service to ensure that spending implications are given the appropriate consideration. 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 established Scrutiny Review Panels of which the Children and Young People’s Scrutiny Panel is one, to discharge on its behalf, defined scrutiny functions. On the request from Overview and Scrutiny Committee, Children and Young People’s Scrutiny Panel has undertaken a review on support for Children from Refugee families. 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 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 Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 8.6 The Panel has aimed to consider these duties within this review and, in particular;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
 - Whether the impact on particular groups is fair and proportionate;
 - Whether there is equality of access to services and fair representation of all groups within Haringey;
 - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

9. Use of Appendices

Appendix A: Draft report of Scrutiny Review on Support to Children from Refugee Families

10. Local Government (Access to Information) Act 1985

This page is intentionally left blank

Scrutiny Review: Support to Children from Refugee Families

A Review by the Children and Young People's Scrutiny Panel

2017/18

Panel Membership	Cllr Kirsten Hearn (Chair)
	Cllr Mark Blake
	Cllr Sarah Elliott
	Cllr Toni Mallett
	Cllr Liz Morris
	Cllr Reg Rice
	Uzma Naseer (Co-opted Member)
	Luci Davin (Co-opted Member)
	Yvonne Denny (Co-opted Member)

Support Officer: Robert Mack, Principal Scrutiny Support Officer

Rob.mack@haringey.gov.uk

0208 489 2921

Contents:	page
Chairs Foreword	3.
Recommendations	5.
1. Background	7.
2. Unaccompanied Asylum Seeker Children (UASC)	9.
3. Children from Families with No Recourse to Public Funds (NRPF)	14.
4. Education	23.
5. Mental Health and Trauma	28.
Appendix A	

CHAIR'S FOREWORD

It is imperative that children from refugee families are able to adjust well to life in the UK and effective support is crucial to this. The vast majority of children are likely to be allowed to remain in the UK so they should therefore be seen as a long-term priority. How they are received and supported initially can have a considerable influence on their development. Hostile treatment on arrival can cause trauma and may have lasting implications for their future health, well-being and prospects as well as for the communities within which they live.

There are limitations to the support that can be given to some groups of families due to budgetary constraints, the legal framework and government policy. However, the fundamental principle that should underpin all of the Council's activity is that it should be humane. Safeguarding also needs to be given the same very high level of priority as for other children. The role of the voluntary sector is crucial due to their links to communities and expertise. It is therefore very important that relationships are improved quickly and a culture of working in partnership with them is developed.

Supporting families with No Recourse to Public Funds (NRPF) presents particular challenges to the Council due to the lack of any grant funding. However, the needs of children must be paramount and the Council's duty of care fulfilled. Finding solutions quickly so that families are able to support themselves through working or receipt of benefits and no longer require local authority support needs to be a high priority. Access to good quality immigration advice is fundamental to this and action should be taken to better assist families in finding it. In some cases, it may be cost effective for the Council to assist families financially if it speeds the progress of their case.

NRPF cases are often complex and require specific expertise to resolve effectively. In Islington, social care staff assess the needs of families whilst a small separate team address issues relating specifically to NRPF status and eligibility. This may provide a stronger focus on resolving the immigration status of cases quickly than current arrangements in Haringey and thus have the potential to deliver savings. It would also allow social care staff dealing with children from NRPF families to concentrate purely on addressing their needs.

Subsistence levels for NRPF families do not compare well with other London boroughs and are lower than those that advice suggests is appropriate. There also appears to be no clear rationale for how they have been set. Levels should be reviewed so that they are based on clear and justifiable principles.

Schools are in the forefront of providing support to children from refugee families. There needs to be a system for sharing information with schools so that they are aware of the refugee status of children before they arrive and can prepare support. However, information first needs to be obtained from families so that it can be acted upon. Some families may also be reluctant to share such information for fear of it being shared with immigration authorities. Their trust needs to be obtained and this will be dependent on them receiving assurances that information will not be passed on without their consent.

Training is necessary for schools to assist them in supporting children from refugee families so that they are better aware of issues relating to immigration status and

external sources of support, particularly those provided by local voluntary sector organisations and charities. There also needs to be greater clarity over how long families with school age children are likely to stay in temporary accommodation so that they are able to maintain school places.

Mental health is a particular issue and voluntary sector organisations dealing with refugee families need to be made better aware of the support that is available, including the fact that they are able to make referrals to CAMHS.

Finally, I would like to thank all of those who assisted the Panel with this review by giving evidence.



Councillor Kirsten Hearn
Chair – Children and Young People’s Scrutiny Panel

RECOMMENDATIONS:

Children from Families with No Recourse to Public Funds (NRPF)

1. That Council be requested to formally appoint a Member to act as a Trustee to the Haringey Migrant Support Centre (*Paragraph 3.26*).
2. That, as part of the future work plan for Overview and Scrutiny, the Panel receive updates on progress with implementing the improvements identified as required by the practice audit that was undertaken of the NRPF Team and that relevant voluntary sector organisations be requested to provide feedback as part of this process (*3.28*).
3. That subsistence levels for NRPF families be reviewed so that they are based on a clear and justifiable rationale and comply with levels that relevant advice suggests are appropriate (*3.30*).
4. That, where there are disputes with other local authorities on responsibility for the support of specific families with NRPF, addressing and meeting their needs be prioritised and dealt with before such issues are addressed (*3.36*).
5. That a report be made to a future meeting of the Panel on how families with NRPF are assisted in accessing good quality immigration advice so that they are better able to resolve their status quickly (*3.41*).
6. That action be taken to improve the information available from front facing services on sources of support and advice for NRPF families (*3.42*).
7. That, in order to provide a stronger focus on resolving the immigration status of families, specific consideration be given to splitting responsibility for the support of NRPF families between a small team to address issues relating specifically to NRPF and mainstream social care services (*3.44*).
8. That the Panel be informed of whether an application has been made for Control in Migration funding and, if not, consideration be given to rectifying this (*3.45*).

Education

9. That the Children and Young People's Service establish a system to collect information on the refugee status of children applying for school places where this is known for sharing with schools so they are able to make the necessary plans for support in advance of the arrival of children at school (*4.8*).
10. That social care staff supporting children from refugee families be made aware of the importance of including the refugee status of children applying for school places on school admissions application forms (*4.8*).
11. That clarification be provided to schools regarding the extent of their responsibilities for sharing information on the immigration status of individual children (*4.8*).

12. That action be taken through Networked Learning Communities to establish the feasibility of establishing English language classes for the parents/carers of children from refugee children (4.12).
13. That action be taken through Networked Learning Communities to establish the feasibility of establishing English language classes for the parents/carers of children from refugee children (4.13).
14. That schools be reminded of the availability of training for staff by CAMHS on mental health issues, including trauma (4.16).
15. That consideration be given to extending access to support from the Virtual School to children from NRPF families (4.18).
16. That training be offered to schools on the provision of support for children from refugee families including issues relating to immigration status and external sources of support (4.21).

Mental Health and Trauma

17. That schools be reminded of the availability of the Anchor Project to provide support for schools in dealing with pupil behaviour, including trauma (5.5).
18. That Haringey CCG be requested to take specific action to increase the awareness of the referral processes for CAMHS services amongst voluntary sector organisations, including those dealing with children and young people from refugee families (5.8).

1. Background

Introduction

- 1.1 As part of its work plan for 2017/18, the Overview and Scrutiny Committee agreed to set up a review that would look at support that is provided to refugee and asylum seeking children arriving in Haringey. In doing this, it would seek to identify areas where there were gaps or challenges and current arrangements could be enhanced, as well as risks and opportunities. The areas that the review would look at would include:
- Relationships with local community organisations and how they are involved;
 - Support for children in schools as well as for schools themselves;
 - Trauma and mental health issues and how these are addressed;
 - What happens when refugee children reach the age of 18;
 - Families with no recourse to public funds (NRPF);
 - Resource implications; and
 - How expertise and learning is shared
- 1.2 In the UK, a person officially becomes a refugee when they have their claim for asylum accepted by the government. People become refugees for a wide range of reasons but the main ones are to escape from war and persecution. They are distinct from economic migrants. Children of refugees will not necessarily have the same immigration status as their parent(s)/carer(s).
- 1.3 The review mainly focussed its attention on the main two groups children from refugee families who come into contact with the Council;
- Unaccompanied Asylum Seeker Children (UASC), covered in section 2 of this report; and
 - Children from families with no recourse to public funds (NRPF), covered in section 3.

Terms of Reference

- 1.4 Further to the scope agreed at the outset of the municipal year, the terms of reference that were approved for the review were as follows:
 “To consider and make recommendations to the Council’s Cabinet on how support that is provided by the Council and its partners to assist with the settling of refugee and asylum seeker children arriving in Haringey may be enhanced.”

Sources of Evidence:

- 1.5 Sources of evidence were:
- Interviews with officers from the Council, partner organisations, other local authorities and voluntary organisations;
 - Research and policy documentation; and

- Performance information.

1.6 A full list of all those who provided evidence is attached as Appendix A.

Membership

1.7 The membership of the Panel was as follows:

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

Co-opted Members: Ms Uzma Naseer and Ms Luci Davin (Parent Governor representatives) and Ms Y Denny (Church representative).

2. Unaccompanied Asylum Seeker Children (UASC)

Introduction

- 2.1 An unaccompanied asylum seeking child (UASC) is defined by the Home Office as 'a person under 18 years of age or who, in the absence of documentary evidence establishing age, appears to be under that age' who 'is applying for asylum in their own right; and is separated from both parents and not being cared for by an adult who by law or custom has responsibility to do so'.
- 2.2 The number of UASC that are currently looked after in England has more than doubled from 2,050 on 31st March 2014 to 4,210 on 31st March 2016 and continues to increase. The increase has been influenced by a range of factors including wars, persecution, human rights abuse and civil unrest.

National Transfer Scheme

- 2.3 The National Transfer Scheme was launched in July 2016 in order to ensure a fairer distribution of UASC between local authorities. It is a voluntary arrangement between local authorities that aims to encourage all local authorities to volunteer to support UASC. London boroughs had previously been making a disproportionate contribution to looking after this group of children and were responsible for 45% on 31 March 2015. Each region is now expected to take 0.07% of its general child population.
- 2.4 If a child presents in a Council area with low numbers of UASC within it, the expectation is that they will remain in that area. If the area already has a high number, the child is transferred within the region. If the region already has high numbers, the expectation is that they will be transferred to a region with lower numbers. The majority of London boroughs are part of this coordinated approach to supporting UASC as they arrive in the UK.

Support

- 2.5 UASC are eligible for support from the local authority where they have been granted refugee status, humanitarian protection or leave to remain until their 18th birthday. There is a general duty on local authorities under Section 17 of the Children Act 1989 to safeguard and promote the welfare of children who are in need in their area. UASC are deemed to fall within this category and there is therefore a duty to assess such children. They are nearly always accommodated as Looked After Children (LAC), under Section 20 of the Children Act 1989.
- 2.6 Where an assessment identifies that an UASC is in need of services, they are provided with exactly the same services as any other LAC. The child's care pathway plan will outline how the young person's immigration status is to be addressed.
- 2.7 When young people first arrive in the UK, they are usually granted UASC Leave that lasts until they are 17½. They can then apply for further leave in a different category or make a fresh claim to remain. Such young people are eligible to

claim state benefits until they receive an “All Rights Exhausted (ARE)” decision or granted refugee status, some form of humanitarian protection or form of extended leave to remain. If no decision is made on their initial application, they are not entitled to state benefits.

Haringey Cohort

- 2.8 Sarah Alexander and Emma Cummergen, from the Council’s Children’s Service, reported that that Haringey is committed to meeting the 0.07% threshold, which equates to 42 UASC. This is monitored closely with regular updates given to the Council’s Corporate Parenting Advisory Committee. There were 40 UASC being looked after by the Council in September 2017. In addition, there were a further 58 care leavers who had been UASC and were aged between 18 to 25 years old. The demographics of the current cohort were as follows:

	Gender		
Age	Female	Male	Total
17	1	19	20
16	1	12	13
15		4	4
14		1	1
13		1	1
12		1	1
11		1	1
Grand Total	2	38	40

Nationality

Afghani 6
 Albanian 12
 Egyptian 2
 Eritrean 7
 Ethiopian 2
 Information not yet obtained 3
 Iranian 1
 Iraqi 3
 Other white European 1
 Vietnamese 3
 Grand Total 40

- 2.9 There were 18 UASC referrals in 2015-16, 24 in 2016-7 and 13 in 2017-18 to date. All bar one of this years referrals were male. Ethnic origin was as follows:

Afghanistan; 2
 Albanian; 2
 Egyptian; 1
 Ethiopian; 1
 Eritrean; 4
 Further enquires being conducted; 2

- 2.10 The Council is able to claim grant funding from the government for UASC, including care leavers. The total amount of grant received in 2016/2017 was £1,102,233.86. However, total expenditure was £2,051,550.44.
- 2.11 The majority of Haringey UASC's present from the age of 16 but there are a small proportion under the age of 16. They may only be supported beyond the age of 18 where the local authority considers that this is necessary to prevent a breach of their Human Rights. Only those still in education are likely to qualify for any further support following such an assessment. Those who become destitute are referred to the National Asylum Support Service.
- 2.12 The Panel noted that Haringey currently had 8 care leavers whose asylum applications were still pending. If they are refused leave to stay, they can appeal but there is no longer any entitlement to Legal Aid and this has placed additional cost pressures on the Council. The cost of a straightforward application is approximately £190 plus VAT plus solicitors fees. However, it can be difficult for care leavers to find solicitors willing to assist with applications as this work is not lucrative. Appeals can be challenging for young people as they are asked to recall events that may have happened a long time ago and trauma can affect their ability to remember.
- 2.13 Reviews by the Council of cases need to take place before the age of 21 due to the availability of grants. In such circumstances, care leavers can make further applications to the Home Office if there is fresh and new information but Legal Aid does not cover the cost of these and they are required to travel to Liverpool as there is no other office designated for this. Such young people are also barred from the right to work in the UK and many educational and training opportunities. Those with limited leave to remain or granted five years leave to remain need to make a further application for indefinite leave before their leave to remain lapses. The granting of refugee status is highly dependent on the situation in their home country.
- 2.14 The Panel noted that there were currently:
- 7 care leavers with Indefinite Leave to Remain (ILR);
 - 10 with Limited Leave to Remain; and
 - 4 with Humanitarian Protection, which provides protection to those who do not qualify for protection under the Refugee Convention. It covers situations where someone may be at risk of serious harm if they return to their country of origin but are not recognised as refugees because the risk is not of persecution for a reason covered by the Convention.
- 2.15 The remainder of Haringey's UASCs and those over 18 either have pending applications, some form of UASC or discretionary leave to remain or are classed as over stayers and need to consider what type of further application to make. The Panel noted that an early decision on immigration status by the Home Office alleviates many of the problems and enables considerable savings in professional time to be made.
- 2.16 Sometimes young people who have exhausted all their rights of appeal go missing as they are concerned that they will be deported. The Panel noted that

there were 8 former UASCs who were missing and believed to have gone underground. This can make them targets for exploitation. All the Haringey care leavers who are in this position were older than 18 and have been reported as missing. Checks are made with the Home Office safeguarding team and Police every three months to identify whether any further information has come to light or whether they have been deported. If they represent at any time, they will receive a full leaving care service until they reach the age of 21 or 25 if in education or until they are deported.

Placements

- 2.17 The Panel noted that there were 25 UASCs in foster placements and a further 15 UASC's in semi-independent living or 24-hour provision. 18 care leavers were now living in permanent accommodation. In terms of the older cohort, eight were at university, a small proportion were in "staying put" arrangements with former foster carers and the majority were in semi-independent provision in or local to Haringey.
- 2.18 The Council's placement service has developed a preferred list of semi-independent providers who have experience in working with and supporting UASC. Efforts are also made to connect children and young people with their own communities. The service tries to place children and young people from the same countries of origin together wherever possible to reduce feelings of isolation and ensure peer support.
- 2.19 The Panel noted that UASC children are a complex group with complex needs. Caution is exercised when placing them with foster parents as the complete history of many of them is not known. Some young people have remained in touch with foster parents after leaving care and some have stayed with them. They are treated like other foster children and entitled to the same range of services until they were 21.
- 2.20 The Council is currently supporting eight former UASC's who are at University. Only those young adults that have refugee status are entitled to a student loan. If a young person has been refused asylum but granted leave under humanitarian protection, they will not qualify for a student loan unless they have been lawfully in the UK for three years. Unfortunately, the further education fees and living costs of only a small number of former UASCs can be funded by the Council due to budgetary pressures.

How Expertise is Shared

- 2.21 Links have been developed with the Coram Centre, which provides help to vulnerable children and young people and their families. It provides support staff to develop, deliver and promote best practice when supporting asylum seeking young people and young migrants making the transition to adulthood. In particular, Coram shares its expertise in supporting migrants to regularise their immigration status. It provides a half day of training annually to the Young Adults Service in order to assist the service to keep abreast of changes in legislation.

They also provide regular newsletters, have updates on their websites and run seminars throughout the year. There are also links with the Refugee Council who also provide on-going training and development to both social worker and personal advisors.

- 2.22 The Young Adults Service also subscribe to the London Asylum Seeking Consortium, which is a local government forum who provide up to date training in human rights assessments theory and practice, trafficking procedures, age assessment forum and changes to immigration law. In addition, a lawyer has been commissioned to deliver Human Rights theory and conducting Merton compliant age assessments to social workers in the Young Adult's Service. The Young Adults Service provides support to other teams on age assessments.

3. Children from Families with No Recourse to Public Funds (NRPF)

Introduction

- 3.1 Families with no recourse to public funds (NRPF) are prohibited from claiming welfare benefits and social housing. However, they may be eligible for some assistance from local authorities if they have children. Due to their circumstances, children from such families are particularly vulnerable. However, there is no government grant available to authorities for their support and no provision within the Council's base budget. The need to balance these issues is a considerable challenge.
- 3.2 The Home Office relies on the safety net that is provided by local authority social care services as it enables them to argue that human rights legislation is being complied with. Despite this, efforts by local authorities to get money from the government to assist in the support of NRPF families have been unsuccessful. The clear priority therefore needs to be finding solutions for families; either the granting of status or return to their home country. This needs to be a high priority because of the cost. However, it is also clear that a child who is destitute is a child in need and the Panel feels that, first and foremost, provision should be humane.
- 3.3 The Panel heard from Council officers on the support that is provided, community organisations representing families with NRPF and the co-ordinator of the NRPF Network, who provide advice, guidance and support for local authorities who deal with NRPF families.

The Local Authority's Responsibilities

- 3.4 Local authorities have a general duty to provide assistance to families under Section 17 of the Children Act 1989, "where there is a child in need in its local area and it is the Local Authority's determination that it should use its power to provide accommodation and/or financial support to promote the well-being of that child". In exercising its duties, "local authorities should promote the child's upbringing by their family, and consequently offer support to the whole family, where this is consistent with safeguarding and promoting the child's welfare".
- 3.5 Local authorities must also have regard to the Department for Education's statutory guidance 'Working Together to Safeguard Children' when assessing the needs of children and articles within the European Convention on Human Rights, namely Articles 3 (the prohibition of torture or inhuman or degrading treatment or punishment) and 8 (the right to respect for private and family life).
- 3.6 A European High Court ruling on situations where persons from a non-EEA (European Economic Area) state are awarded the right to live in the UK to care for a child who is British and the subsequent exclusion in 2012 of such "Zambrano carers" from eligibility for the majority of state benefits has effectively expanded Section 17 duties to include situations where these carers become

destitute. Local authorities are now required to undertake a needs assessment to ensure that the child and the carer have their needs properly met.

Support for NRPF Families

- 3.7 The Panel noted evidence from the NRPF Network – which aims to promote good practice amongst local authorities and work with government departments to reduce local authority spend in this area – that NRPF caseloads and spend on London have remained stable in the last year. Weekly spend across the 25 London boroughs that are part of the Network on accommodation and subsistence was £623,000 at the end of quarter 3 of the financial year. 674 households were taken on as new cases for support over the last year, which was less than the number of cases that were closed, which was 786 households.
- 3.8 Only 28% of referrals were recorded as accepted for support. This represented 674 households in the last 12 months, compared to 2370 referrals in the same period. This shows that it can be challenging to obtain support. A significant percentage – 32% - of cases that are local authority supported have not been resolved by the Home Office for over 1000 days. The national figure is 30%. 66% of local authority supported cases were closed on account of the grant of status which awarded access to welfare state support and employment. 77% of all families were eventually granted a form of leave enabling access to employment and benefits.
- 3.9 The Panel noted that there are a number of issues that are increasing pressures on local authorities. These include:
- *Granting of leave to remain with NRPF*; This is part of the “hostile environment” policy that the government has brought in. It particularly affects single parents who are unable to earn enough from employment alone to fund their housing and living costs. Children from such households are excluded from free school meals and some government funded childcare provision;
 - *Barriers to regularising stay*. This includes high application fees and lack of legal aid for non-asylum matters;
 - *Extension of NHS health charging for most non-primary health services*. Changes will include extending the scope of charging to most non-primary care NHS funded services, the requirement to record overseas visitor status against patient records and up front charging for non-urgent treatment. There is no exemption for local authority supported migrants.

Haringey NRPF Team

- 3.10 Current expenditure by the Council on support for people with NRPF amounts to £635,000 per annum. Following a Child in Need assessment, a child and their family may be provided with subsistence and accommodation by the local authority. Children will always be entitled to access education (not including free school meals). To be eligible for a service, a child must be physically present in the borough at the time that their need for support and services arises.
- 3.11 There is a NRPF team within the Children and Young People’s Service. Where a child or young person is identified as being at risk of significant harm and a

safeguarding issue is identified, support is provided through the mainstream Safeguarding and Support teams regardless of their family's immigration status.

- 3.12 The NRPF team is staffed by one Team Manager, four case holding social work practitioners and, until recently, an Immigration Officer from the Checking and Advice Service of the Home Office. When the Panel received evidence regarding their work, the team was working with 155 children in 90 families. In the past year, 254 children and 155 families have been assisted. Most of the families known to the team originate from Africa (particularly Ghana and Nigeria), the Caribbean, Europe and Asia.
- 3.13 The Panel noted that the number of referrals to the Haringey team has increased. This was attributed by officers to a number of factors, including the limited use of the voluntary return services and enforced removal by the UK Border Agency. The changes in the ability of EEA nationals to access welfare benefits since 2014 have also meant that additional families are presenting as destitute and in need of support. In addition, the impact of austerity and the economic climate has meant that some families with leave to remain but no access to public funds, who were previously able to support themselves by working, are now unable to find regular employment and support themselves independently.
- 3.14 Where an assessment determines that there is an entitlement to support, local authorities have powers to provide a range of services. Whilst the majority of requests are for financial support and accommodation, many families presenting will have experienced stress and trauma. There are few restrictions placed on the support made available to them to promote well-being.
- 3.15 The Panel noted that Early Help works with the NRPF team to help families to access charitable support, such as food banks. Support is also available to get parents into work if they are eligible and there are workers from the Department for Works and Pensions attached to the Early Help Service to assist. Early Help support is also available to parents to address trauma, particularly if this is affecting their parenting capacity.
- 3.16 A family stops receiving support from the Council when there is a change in their immigration status that means they are able to access public funds or if they are returned to their country of origin. Cases are open to the team for an average of 18 months. When cases are settled, families are given a period of notice to allow benefit claims to be made.
- 3.17 There are a small number of families who become ineligible for further support from the Council. In such situations, the NRPF team explore options with the family, including a voluntary return to the country of origin. The family is signposted to an immigration adviser to explore this. Consideration can also be given as to whether an application for asylum or a Human Rights Application to the Home Office is appropriate to the family's circumstances. The latter option may mean that the family then qualify for ongoing support from the team or for asylum support from the National Asylum Support Service.

- 3.18 As people with NPRF are not eligible to claim Housing Benefit, they are therefore not provided with accommodation from the social housing stock. Accommodation provided by the NPRF team is from providers commissioned by the NPRF team directly. The team aims to place families requiring accommodation within Haringey and neighbouring boroughs. Consideration is given to the suitability of the accommodation, the circumstances of the household, the size and location of available properties, the availability of support networks in the area, health factors, proximity to schools and services and any other special circumstances that may be put forward by the family. Due to an acute shortage of housing locally and increasing rental costs, some families are placed outside the borough. Although the majority reside in Haringey and neighbouring boroughs, there are some currently placed in Essex, Kent, Clacton-on Sea, Woking and Wolverhampton.
- 3.19 The NPRF Team has developed links with several local, London wide and national agencies and voluntary sector organisations supporting migrant families, including the Haringey Migrant Support Centre (HMSC), which is often able to access additional resources for NPRF families. It has been increasing its expertise by using specialist charities to inform and develop its work. Talks have taken place with various organisations and consultation with families who have previously been provided with a service. The exercise was aimed at understanding the experience of families who have been supported to determine if the team has developed fully the technical knowledge and resources to make good decisions and if there are any areas that need to be addressed. Consultation is ongoing and discussions have already been held with families, Project 17, North East London Migrant Action group and Home Office colleagues.

Community Views

- 3.20 The Panel received evidence from Jude Lancet from Haringey Migrant Support Centre (HMSC) and Eve Dickson from Project 17. HMSC provide a drop in advocacy service to up to approximately 50 people per week, some of who are responsible for children. Project 17 work specifically with people who are classified as NPRF and provide outreach services across London, including at HMSC. They provide advice and support and make regular referrals to Haringey's Children's Services. Ms Lancet and Ms Dickson both raised concerns regarding the support provided by the Council for NPRF families.
- 3.21 Ms Dickson stated that Project 17 had been unhappy with the support provided by the NPRF Team and had submitted a formal complaint on a range of issues. A practice review had been set up by the Council in response to the issues raised. They had not had any good experiences in their dealings with the NPRF team and felt that there had been no improvements, even after meetings had taken place with the service to raise concerns.
- 3.22 Ms Lancet reported that HMSC had advised families that had fed their experiences into the complaint. She felt that a negative culture had developed, where families were viewed with suspicion and there was also a strong anti fraud focus. A number of trends had been identified, including "gate keeping".

Families could be turned away at the door of the service unless they were accompanied by a volunteer from HMSC, including ones with children. HMSC had therefore tried to get volunteers to accompany families and those that had been to the service with them had witnessed their treatment. HMSC had needed to force the NRPF team to engage with families and had had no option but to engage a solicitor, which had serious cost implications for them. Despite this, they were anxious to work more effectively with the Council.

- 3.23 Ms Dickson stated that the process tended to focus primarily on the finances of parents and their status rather than the welfare of children. There was no access to early years services and the regular moves and travelling that they may have to undertake due to lack of permanent housing could seriously disrupt the education of children. There were concerns that families could be preyed upon if refused help and, in some cases, mothers forced into prostitution. The experience could be very traumatic for children. Families were likely to remain in the UK and, in particular, children were likely to become British citizens eventually. Cases where there was no basis for them to stay were rare. The treatment of families with NRPF was likely to have cost implications for services later on.
- 3.24 Ms Lancet stated that families could be sent to safe public spaces such as Police stations, churches or hospitals if they were not provided with support by the Council. They did not like sending clients to the Police but there was sometimes no option. She was concerned that safeguarding concerns did not appear to be paramount for children from such families. Ms Dickson reported an example of a child that had been traumatised by hearing an officer say to a parent/carer that their children could be taken away if the family did not find somewhere to live
- 3.25 Ms Dickson stated that they would like the service to treat families well, comply with its statutory duties and ensure that the welfare of children was paramount and that they had enough to live on. She felt that that Islington provided a very good service for families. The NRPF Network was based there, the subsistence rates that they offered were better than elsewhere and staff were well informed.
- 3.26 Ms Lancet stated that HMSC would welcome the appointment of a Councillor to its Board of Trustees. The Panel feels that this assist with improving links with them and voluntary sector organisations concerned with supporting migrants in general.

Recommendation:

That Council be requested to formally appoint a Member to act as a Trustee to the Haringey Migrant Support Centre.

- 3.27 The Panel noted evidence from Ms Alexander that some of the concerns raised by HMRC and Project 17 had been shared by the management of the service and two audits had been commissioned in response in order to obtain a clearer

picture of practice. The most recent one had shown practice to be compliant but had also made some recommendations for improvement.

- 3.28 Summaries of the two audits referred to above were shared with the Panel at a late stage of the review. The audit that looked at practice issues within the team highlighted a number of areas where improvements were required. The Panel would like to be updated on a periodic basis on progress with implementing the improvements. Relevant voluntary sector organisations should be asked for their feedback as part of this process.

Recommendation:

That, as part of the future work plan for Overview and Scrutiny, the Panel receive updates on progress with implementing the improvements identified as required by the practice audit that was undertaken of the NRPF Team and that relevant voluntary sector organisations be requested to provide feedback as part of this process.

Subsistence

- 3.29 The Panel noted that there were significant variations in the levels of subsistence provided by boroughs. They were at the discretion of each local authority to determine and they all had different rates. Ms Dickson felt that Haringey did not currently compare well with other boroughs, although it was not the worst. Ms Alexander reported that the amount payable was £65.75 per family but this did not include housing. There was no set amount and what is currently paid is lower than the £73.90 that advice suggested was appropriate. She was not aware as to why this level had been set. Whilst it would be possible to review the amount payable, any increase would have a significant impact on the budget and there was no provision for this.
- 3.30 Whilst the Panel is mindful of budgetary issues, the fact that subsistence levels for NRPF families do not compare well with other London boroughs and are lower than advice suggests is appropriate should not be overlooked. In addition, there also appears to be no clear rationale for how levels have been set.

Recommendation:

That subsistence levels for NRPF families be reviewed so that they are based on a clear and justifiable rationale and comply with levels that relevant advice suggests are appropriate.

NRPF Network

- 3.31 The Panel received evidence from Henry St Clair Miller, who co-ordinates the No Recourse to Public Funds (NRPF) Network as well as managing the NRPF service in Islington, which Haringey and most London boroughs belong to.

- 3.32 The Network provides the following services for local authorities:
- The NRPF Connect database, which is used by 50 local authorities to reduce costs and manage caseloads;
 - Practice guidance for local authorities endorsed by the Local Government Association and the Association of Directors of Children's Services;
 - A web tool – Support for Migrant Families – that was developed in partnership with Oxford University and which recently won an award for promoting the integration of migrants; and
 - Training, policy and legal updates, telephone and email advice and taking forward local government policy concerns with central government.
- 3.33 Mr St Clair Miller stated that caseloads held by individual authorities could fluctuate. Some boroughs had reduced their expenditure by making it more difficult for people to obtain support. Embedding a Home Office officer in the NRPF service assisted in this process as it could deter people from seeking support at that particular local authority but it normally just meant that they went elsewhere. The NRPF Connect system provided a secure database link to the Home Office and a central point of contact. The Home Office flagged cases from Connect on their systems. Connect also enabled local authorities to hold the Home Office to account if they are dissatisfied with progress on cases.
- 3.34 Where NRPF Connect was in use, Home Office case-working teams were able to prioritise local authority supported cases effectively through fee waiver, change of condition and immigration application processes. Mr St Clair Miller reported that it was important that local authorities kept data that was accurate. Only financially supported cases are treated as a priority by the Home Office. If they were not included on the Home Office endorsed system, it was difficult to push for policy concessions at a strategic level.
- 3.35 The Panel noted evidence from Ms Alexander that the Home Office officer within the Haringey NRPF team had been commissioned to undertake immigration tests, support social work staff and analyse data. It also noted that the presence of a Home Office officer within teams can act as a deterrent for families seeking support. Ms Lancet commented that the Home Office representative within the Haringey team was often the first person that families saw and that this could be very intimidating for them. We also heard that the NRPF Connect system, which the Council subscribes to, can provide an effective way of liaising with the Home Office on cases. The Panel has noted that the arrangement in Haringey finished in November 2017 and it has now been decided not to renew it.
- 3.36 Mr St Clair Miller reported that the rules regarding support to NRPF families were clear and it was possible to benchmark performance against other authorities using the Connect database. Performance in Haringey appeared to be average for most London authorities. Where there were disputes between authorities regarding responsibility for specific families, he felt that their needs should be met first before these were addressed. It was possible for authorities to share costs sometimes. The Panel would concur with this view.

Recommendation:

That, where there are disputes with other local authorities on responsibility for the support of specific families with NRPF, addressing and meeting their needs be prioritised and dealt with before such issues are addressed.

- 3.37 He felt that voluntary return should be raised with people seeking support as a matter of course. There was government funding available to assist families who decided to return. Whilst it might be necessary to be robust if people were not going to be able to stay, the needs of the vulnerable also needed to be prioritised and a way identified to get them off local authority support.

Legal Advice

- 3.38 The Panel noted the importance of good quality immigration advice as a lack of this can result in large numbers of families needing to appeal and delays, which could be costly for local authorities. In some circumstances, it may be cost effective for the Council to assist families financially in circumstances where it speeds up the resolution of their case.
- 3.39 Legal advice can be obtained from community based organisations but these tend to be very over stretched. Mr St Clair Miller stated that one option would be to tender for legal advice. Part of the cost of this could come from central government through the legal aid budget. Islington currently provide a grant to the local law centre to provide advice. A tender that covered a wide range of issues could provide savings.
- 3.40 He emphasised the importance of local authorities working in partnership with community organisations. Better relationships could be established if cases supported by experienced and reputable organisations were dealt with in a sympathetic manner. Due to their crucial role in providing immigration advice – which local authorities could not do – it was very important that close links were nurtured.
- 3.41 The priority for the Council should be finding solutions quickly and access to good quality legal advice is essential to this. The Panel therefore feels that action should be taken to better assist families in finding this. As this can only be provided by the voluntary sector, better working relationships with them must be developed.

Recommendation:

That a report be made to a future meeting of the Panel on how families with NRPF are assisted in accessing good quality immigration advice so that they are better able to resolve their status quickly.

- 3.42 Mr St Clair Miller felt that, as a matter of good practice, all front facing teams should be furnished with relevant guidance on NRPF, such as legal advice, returning home, charities and social care. The Migrant Families web tool provided useful guidance but it was necessary to know the immigration status of

families before using this. The Panel is of the view that action should be taken to improve the information available from front facing services on sources of support and advice for NRPF families. This will require close working with voluntary sector bodies such as the Bridge Renewal Trust.

Recommendation:

That action be taken to improve the information available from front facing services on sources of support and advice for NRPF families.

- 3.43 Mr St Clair Miller stated that there was a need to be robust but also proactive in resolving cases. Staff also needed to be confident in explaining issues. It was important to have a good analysis of next steps for cases and key to this was having someone who was able to put in applications and provide legal advice. The NRPF team at Islington was not a social work team and were based in the housing service. They liaised with caseworkers in adult and children's social care. Mr St Clair Miller felt that the split worked well as they were able to challenge assumptions. Social workers were not necessarily experts in these issues. The NRPF team were committed to reducing costs but aimed to do this humanely and in keeping with Islington's values. The Panel noted that Islington spends £1.23 million on housing and subsistence for NRPF families.
- 3.44 The Panel notes that NRPF cases are often complex and require specific expertise to resolve effectively. We therefore feel that adopting a similar model of service to Islington, where social care staff assess the needs of families whilst a small separate team address issues specific to NRPF status and eligibility, may be of benefit. In particular, it may provide a stronger focus on resolving the immigration status of cases quickly then current arrangements in Haringey and thus have the potential to deliver savings. It could also enhance in-house expertise on NRPF issues and immigration status and enable social care staff to focus purely on assessing needs.

Recommendation:

That, in order to provide a stronger focus on resolving the immigration status of families, specific consideration be given to splitting responsibility for the support of NRPF families between a small team to address issues relating specifically to NRPF and mainstream social care services.

- 3.45 The Panel noted is possible for local authorities to apply for Control in Migration funding from the DCLG, which is available for areas particularly affected by migration. It would like details of whether Haringey has applied for such funding and, if not, would recommend that this be rectified if possible.

Recommendation:

That the Panel be informed of whether an application has been made for Control in Migration funding and, if not, consideration be given to rectifying this.

--

4. Education

Introduction

- 4.1 Schools are in the forefront of providing support to children from refugee families and can have a major impact on their development. Such children can face challenges in adjusting to life in their new school and achieving high levels of attainment as they may have had their schooling disrupted and, in addition, some may also have experienced a degree of trauma. The Panel received evidence on these issues from Daniel Kerbel, the Headteacher of Earlham Primary School Haringey Primary who spoke on behalf of the Haringey Primary, Early Years and Special Schools Headteachers Association, and officers from the Council's Children and Young People's Service. We also received the views of Sharon Easton, Headteacher of St Paul's and All Hallows Church of England Primary School.
- 4.2 The evidence that the Panel received from Ms. Easton highlighted the living conditions of some refugee families. She stated that they have had children at the school who were living under the arches on the North Circular road and in tents on Tottenham marshes. She outlined the efforts that the school community had made to ensure that children were fed, with parents setting up a food bank. The school could also provide children with a breakfast but they found it difficult to afford to provide lunches for children from NRPF families, who were not entitled to free school meals. Parents had also provided school uniforms and coats for children when necessary.

Admissions

- 4.3 The Panel noted that that children from refugee and asylum seeker families are considered as vulnerable by schools. However, we heard from both Mr Kerbel and Ms Easton that schools do not necessarily know that children are from refugee families in advance of them arriving at school and often have to conduct their own enquiries. A significant number are late admissions. Mr Kerbel felt that if schools were able to have access to information regarding children before they arrived at school, it would allow them to prepare support for them in advance.
- 4.4 The Panel received clarification on whether there are any legal constraints limiting the collecting and sharing of information on the refugee status of families with schools. The DfE School Admissions Code does not prevent the local authority from sharing information with schools about the children they are admitting but restricts what it is permitted to ask families when they apply for a place. It states that only information that is relevant to ranking under the oversubscription criteria can be requested. However, whether a child is from a refugee family may well be of relevance to this and therefore information in respect of it can be and is requested.
- 4.5 Of particular relevance is the fact that the top two priorities in the Admissions Criteria for the borough's schools are:
1. Children in Care/ Looked After Children; UASC would qualify under this

criteria. The application form asks whether children are looked after or previously looked after and also allows the applicant to give reasons regarding their application. If a social worker or carer provides this information, then the child is prioritised under this criteria.

2. Social/Medical; The social/medical criteria is something which refugee families could apply under and the application form asks parents/carers whether they would like to do this. Evidence to support it would need to be provided though, such as a note from a social worker or health professional. However, it is the decision of the carer whether to apply under this criterion.

- 4.6 In addition, the in-year application form asks the family to provide information about their reasons for seeking a school place. It specifically asks families whether they are refugees or asylum seekers. If they state that they are, they are categorised as being vulnerable. This qualifies them for consideration by the In Year Fair Access Panel, which is a panel of headteachers that seeks to ensure an even distribution of vulnerable children across schools. However, families cannot be compelled to provide this information and usually do not.
- 4.7 Children from refugee and asylum seeker families who apply in-year are placed as quickly as possible. Children of primary school age can be placed very quickly as there is currently a surplus of places. There are very few children from refugee and asylum seeker families at the age where they were seeking a reception class place.
- 4.8 The Panel feels that there needs to be a system for sharing information with schools so that they are aware of the refugee status of children before they arrive and so can prepare in advance. Refugee status has a direct bearing on the level of priority that they are given under the admissions criteria so there should be no impediment to this information being collected. However, information first needs to be obtained from families so that it can be acted upon. It is therefore important that social care practitioners ensure that application forms are filled in containing this information. Some families may also be reluctant to share such information for fear of it being shared with immigration authorities. Their trust needs to be obtained and this will be dependent on them receiving assurances that information will not be passed on without their consent.

Recommendations:

- That the Children and Young People's Service establish a system to collect information on the refugee status of children applying for school places where this is known for sharing with schools so they are able to make the necessary plans for support in advance of the arrival of children at school;
- That social care staff supporting children from refugee families be made aware of the need to include the refugee status of children applying for school places on school admission application forms; and
- That clarification be provided to schools regarding the extent of their responsibilities for sharing information on the immigration status of individual children.

Support

- 4.9 Mr Kerbel reported that a lot of time could be taken up with establishing what, if any, support was required and how this might be provided. Some families had Family Support Workers, which could be of assistance. Despite the adversity that many children from refugee families could face, there were successes.
- 4.10 The level of support that was required depended on their age, how much prior schooling they had received and how quickly they acquired English language skills. Older children tended to have a greater experience of trauma and were better able to understand about what might have happened. They might have also missed more school than younger children.
- 4.11 Children from refugee families could often have limited previous experience of school. If they had previously been to school, the approach taken could be different. Most children were not familiar with English and had to be taught it as an additional language. They generally learnt very quickly but there are no specific resources to provide it, except the Pupil Premium.
- 4.12 The Panel noted that although language lessons could be provided for children, it was no longer provided free for parents by schools. It feels that there is a clear need for language classes for parents and not just children. It also noted the view of Eveleen Riordan, Joint Assistant Director for Schools and Learning, that this would probably best be taken up through Networked Learning Communities.

Recommendation:

That action be taken through Networked Learning Communities to establish the feasibility of establishing English language classes for the parents/carers of children from refugee children.

- 4.13 The Panel noted that housing was a very big issue. Families placed in temporary accommodation did not know how long they would be staying at schools. There was often a lack of stability around placements and this could make it necessary for children to move schools, which could mean them having to start again. Sometimes they travelled long distances so that children could stay at the same school, which could put a lot of strain on them. Work has been undertaken with housing services to minimise the distance that families are moved but this is proving difficult to achieve. The Panel is of the view that families would benefit from greater clarity regarding timescales and how long that they were likely to be in temporary accommodation.

Recommendation:

That the Children and Young People's Service be requested to work with accommodation providers to establish greater clarity for families with school age children on the length of time that they are likely to remain in temporary accommodation so that they are better able to maintain school places.

Mental Health and Trauma

- 4.14 The Panel noted that teachers are not given any specific training on working with children from refugee families and had to “learn on the job”. Mr Kerbel stated that there was a good relationship between schools and the Council’s School Improvement service, who worked with them to identify solutions. He felt that schools would welcome specific training on dealing with trauma.
- 4.15 Heulwen Rees, School Improvement Adviser from the Children and Young People’s Service, reported that social and mental health issues were dealt with in initial teacher training but this is not enough to cover them adequately. Some schools had fortnightly visits from CAMHS services, who can also hold specific training sessions for staff. Special Educational Needs and Disability Services can be used by schools and provide access to an educational psychologist where required. In Haringey, support is “needs led” but there is currently less available than previously.
- 4.16 The Panel feels that officers from the Children and Young People’s Service should work with schools to ensure that they are aware that CAMHS services are able to arrange specific training sessions for staff on mental health issues, including trauma.

Recommendation:

That schools be made aware of availability of training for staff by CAMHS on mental health issues, including trauma.

Virtual School

- 4.17 The Panel noted that it may be appropriate for some children to start in a lower school year than their chronological age. The Council’s Virtual School would support this plan when it meets the needs of the young person. Where there are delays in being offered suitable full-time schooling, such as where there is an age dispute, the Virtual School can provide a time-limited individual tuition programmes. They can also support the young person to learn English and to begin to identify any additional learning needs. Some young people attend college courses to follow ESOL programs as an alternative to mainstream school. In some circumstances, the Virtual School is able to offer additional support in the form of the Pupil Premium to enable an individualised learning programme to be put in.
- 4.18 The Virtual School has a clear role in supporting the learning of UASC. However, the Panel feels that consideration should be given to extending access to this support to children from NRPF families, who may face similar educational challenges.

Recommendation:

That consideration be given to extending access to support from the Virtual School to children from NRPF families.

NRPF

- 4.19 Mr Kerbel reported that, although there were links between schools and Early Help and Family Support, there was no support for them in working with NRPF families and they had to deal with them on a case-by-case basis. Relationships were good but they were not systemic.
- 4.20 Schools often emphasised presentation and pride in appearance and this could put huge pressure on NRPF families, who struggled to find the money to buy school uniforms. In addition, such children from such families were not entitled to free school lunches. The Panel noted that, although children from NRPF families were not entitled to free school meals, many schools nevertheless provided for them.
- 4.21 The Panel is of the view that training is necessary for schools to assist them in supporting children from refugee families so that they are better aware of issues relating to immigration status and external sources of support, particularly those provided by local voluntary sector organisations.

Recommendation:

That training be offered to schools on the provision of support for children from refugee families including issues relating to immigration status and external sources of support.

5. Mental Health and Trauma

Introduction

- 5.1 The Panel heard that some children and young people from refugee families can experience issues with mental health and trauma due to their experiences. It received evidence from Haringey CCG and Baobab, a voluntary sector organisation that works specifically with refugee communities.

Haringey CCG

- 5.2 Ms Swaile reported that Haringey CCG commissions specific services to address trauma and mental health issues amongst children from refugee and asylum seeker families from the Tavistock and Portman NHS Trust, who provide a service across the five north central London boroughs. Support is also available from Baobab, which children and young people from Haringey can access but is not commissioned.
- 5.3 She stated that children from refugee families access Child and Adolescent Mental Health Services (CAMHS) through the normal triage process, in the same way as all other children. If children have conditions that are linked specifically to them being from refugee families, they are referred to the Tavistock and Portman. There was also counselling available for adults who might be suffering for depression due to their experiences as refugees or asylum seekers. Standard pathways are used in cases not directly linked to children being from refugee families
- 5.4 The Panel noted that the Anchor Project has been set up to provide support for schools in respect of pupil behaviour and includes a Haringey wide approach to dealing with trauma. It is a traded service for schools, which means that they can buy it in, and is partially funded through social care budgets. In the light of the evidence that it received from Mr Kerbel that training for schools on dealing with trauma would be welcome, it feels that schools should be made more aware of its existence.

Recommendation:

That schools be reminded of the availability of the Anchor Project to provide support for schools in dealing with pupil behaviour, including trauma.

- 5.5 All of these services are provided by the NHS. Looked after children, which includes UASC, have access to the First Step programme. This is a psychological screening programme and provided by the Tavistock and Portman. Referrals to CAMHS can be made through schools and GPs. In addition, the Choices service can be accessed through self-referral and provides help on a range of mental health issues. Awareness of whether children and young people are from refugee families is dependent on them identifying themselves as such when applying for assistance.

- 5.6 Ms Swaile stated that schools had a duty of care towards children and young people. If they notice that one is struggling, they can refer them to relevant services. She stated that it was hard to know if children and young people were failing to access services. Churches were most likely to refer people to GPs for help in the first instance as they were not best placed to make referrals.
- 5.7 The Panel particularly noted evidence from Ms Swaile that voluntary sector organisations can also make referrals to CAMHS. It is of the view that many voluntary sector organisations dealing with children, including those from refugee communities, may not be aware of this. It would therefore recommend that this be more widely publicised amongst voluntary sector organisations by the CCG.

Recommendation:

That Haringey CCG be requested to take specific action to increase the awareness of the referral processes for CAMHS services amongst voluntary sector organisations, including those dealing with children and young people from refugee families.

Baobab

- 5.8 Mr Perkins reported that he and Ms McCarthy were volunteer psychotherapists with Baobab. All of the work that Baobab undertook was funded voluntarily and the vast majority of staff were volunteers. The prime remit of the service was support for unaccompanied asylum seekers up to the age of 25. Very few of their clients had family. There was often a discussion about their age when they arrived in the UK and some of their clients were age disputed.
- 5.9 Baobab operated as a non-residential therapeutic community. The young people that they dealt with often led chaotic lives and this could make it difficult for them to engage with services. Baobab tries to bring services together. Individual and group psychotherapy is offered and this is on a long-term basis. There were also a range of psychotherapeutic groups, including ones for music, football and philosophy. These enabled young people to build relationships and become less isolated. Advocacy and case work on asylum and immigration issues is also offered. There is also outreach in schools and colleges. There were 100 clients on their books and 72 of these were active.
- 5.10 They aim to provide a holistic and integrated approach. All of their clients have suffered some sort of human rights abuse. They seek to enable clients to become more resilient. An outreach approach is used to engage with them. The majority find it difficult to maintain diaries and the concept of keeping appointments can be culturally alien. There was a need for flexibility in approach and they therefore did not have a rigid model.
- 5.11 Ms McCarthy stated that many young people had witnessed horrifying things and some had been subject to physical and sexual abuse. Their journey to Europe would often have been a repetition of this abuse and neglect. Their arrival in the

UK was often the start of a period of uncertainty for them due to their immigration status. Their stories were frequently challenged and doubted by government officials. There could be a sense of disconnection from family members and a reluctance to seek to make contact. This could be for fear of putting family members at risk.

- 5.12 The trauma that they had experienced can be reinforced by negative experiences in this country. For example, some young people could find themselves held in detention centres due to their age being disputed. They could find the abrupt change in circumstances hard to adjust to. In addition, some were also trying to deal with massive loss and bereavement.
- 5.13 Fractured family ties can lead to difficulty in engaging with foster parents or social workers. Their experiences can also interfere with their normal social development. There were a number of symptoms of post-traumatic stress disorder including flashbacks, nightmares, anxiety and depression. There could also be physical symptoms, including psychosomatic illnesses. The risks were suicidal thoughts, aggression and self-harm. Timely and appropriate treatment was important and was very cost effective as it saved money further down the line.
- 5.14 Mr Perkins highlighted the fact that legal advice on immigration matters is not always of good quality. In addition, a fresh submission to the Home Office now has to be made to an address in Liverpool and the cost of travelling there for appointments could be prohibitive for young people. He felt that good legal advice was often lacking and this could mean that cases dragged on. Quicker resolution would save services money. However, the pool of legal advisers who were available has been reduced by the cuts in Legal Aid.
- 5.15 Mr Perkins reported that there are services that provide counselling, such as the British Refugee Council. However, mainstream clinic appointments could take up to six months to be arranged and provision is time limited. Baobab also ran a monthly free consultation group for professionals and held seminars. In addition, there was a mentoring group and they had met with caseworkers at the Home Office.

Appendix A

The Panel received evidence from the following:

Sarah Alexander; Assistant Director for Safeguarding and Social Care

Emma Cummergen; Deputy Head of Service for Safeguarding and Social Care

Jude Lancet; Haringey Migrant Support Centre

Heulwen Rees; School Improvement Adviser

Eveleen Riordan; Joint Assistant Director for Children's Services

Carlo Kodsi; Team Leader for Admissions.

Eve Dickson; Project 17

Daniel Kerbel; Haringey Primary, Early Years and Special Schools Headteachers Association

Sharon Easton Headteacher of St Paul's and All Hallows Church of England Primary School

Henry St Clair Miller; Co-ordinator of the No Recourse to Public Funds (NRPF) Network and Manager of Islington NRPF Team

Catherine Swaile; Vulnerable Children's Joint Commissioning Manager, Haringey Clinical Commissioning Group

Brigid McCarthy and Kevin Perkins; Baobab.

Report for: Overview and Scrutiny Committee, 26 March 2018

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:

- I. Note the work programmes for the main Committee and Scrutiny Panels at appendices 1, 2, 3, 4 & 5.
- II. Identify any areas of the Scrutiny work programme to be rolled forward to the new administration.

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
26 March	for Refugee Children	Cabinet	
	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. Commissioning Manager for Active Communities
	Housing and Regeneration Scrutiny Panel's review: Social Housing	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair - HRSP
	Adults and Health Scrutiny Panel review: Care Homes	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair - AHSP
	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: Refugee Children	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair, CYPSP
	Children and Young People Scrutiny Panel: Restorative Justice	Consider, finalise and agree Panel's recommendations for submission to Cabinet	Chair, CYPSP
	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	<u>An update for 2017/18 was requested at the September 2016 AHSP meeting.</u> 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.	<p>Charlotte Pomery, AD Commissioning</p> <p>Gloria Dowling, Inspection Manager, CQC</p>
	Making Safeguarding Personal (MSP)	Details TBC	<p>Dr Adi Cooper, Independent. Chair, Haringey SAB</p> <p>Beverley Tarka, Director Adult Social Services</p>
	Safeguarding Adults Board – Annual Report 2016/17	Details TBC	<p>Dr Adi Cooper, Independent. Chair of Haringey's SAB</p> <p>Helen Constantine Strategic Lead -</p>

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
			Governance and Improvement Service
		<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>	
8 March 2018	Community Wellbeing Framework	As discussed in March 2017 an update on the framework will be considered by the Panel in March 2018	Dr Tamara Djuretic, AD, Public Health
	NCL JHOSC Update	Verbal update from the Chair on work being led by the NCL JHOSC	Cllr Connor
	Physical Activity for Older People	Monitoring of previous recommendations following Cabinet's response in June 2017	Dr. Jeanelle de Gruchy Director of Public Health
	Cabinet Member Q&A	Review of the year	Cllr Arthur, Cabinet Member, Finance and Health Cllr Vanier, Cabinet Member for Adult Social Care and Culture

Care Home Commissioning Scrutiny Project

The overarching aim of this project is to ensure residents in Haringey receive high quality care in care home settings (residential and nursing) and that contracts incentivise care homes to provide high quality care. This will be done by looking at Haringey's current care home offer, with consideration given to both the user/carer experience and workforce support and planning.

This piece of work will be scoped in October with evidence gathering taking place during November – January. A final report will be prepared for consideration by the Overview and Scrutiny Committee on 26 March.

FUTURE ITEMS TBC

Adult Packages of Care

- For further consideration following discussion at the November budget monitoring meeting.
- Information from the Corporate Delivery Unit was circulated to the Panel in November 2017.
- Details TBC

Meals on Wheels

- Feedback on the consultation exercise that was agreed by a Cabinet Member signing in June (date TBC)

Fees and Charges / Disability Related Expenditure

- Feedback on the consultation exercise that was agreed by a Cabinet Member signing in June 2017 (date TBC)
- In addition, as part of last year's budget scrutiny it was agreed that an update should be given to a future meeting of the Panel (date TBC) on the impact of the proposed revenue savings proposals. This should include monitoring of the EqIA action plan and consideration of how changes are monitored via annual care assessments.
- <http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=804&MId=7967&Ver=4>

Haringey Development Vehicles

- Health related issues and concerns relating to the HDV

Carers' Services/ Strategy Update

- As discussed in March 2017 under the Cabinet Member Q&A with input from the CCG.

Items to be considered / raised elsewhere:

NCL JHOSC / BEH Sub Group

- North London Partners in Health & Care, Sustainability and Transformation Plan (STP)
- Quality Accounts for Healthcare providers, including the North Middlesex University Hospital NHS Trust, and BEH Mental Health NHS Trust.

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

1. Scrutiny review projects; These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits.		
Project	Comments	Priority
Support for Refugee children	<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. 	1.
Restorative Justice	<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 extent the use of restorative justice and these are likely to be ready for discussion in December/January. It is therefore proposed that work on this issue be</p>	2.

	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

	<ul style="list-style-type: none"> • 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 and Performance; To report on educational attainment and performance. Data on performance to be broken down into different groups, including children with SEND, as well as by ethnicity, age, household income etc. To also include: <ul style="list-style-type: none"> ○ Reference to any under achieving groups, particularly in respect of ethnicity, and what is being done to address this; ○ Pupil exclusions; ○ Elective home education; and ○ Children missing from education. • Joint Targeted Area Inspection (JTAI); To report on the outcome of the recent JTAI and the development of a joint response. • Inspection of Local Authority Children's Services (ILACS) Framework; To report on the new ILACS framework. • Review on Support to Refugee Children; To approve the final conclusions and recommendations. • Review on Restorative Justice; To approve the final conclusions and recommendations. • Reflections: To provide feedback on the work undertaken by the Panel since the last borough elections and, in particular; <ul style="list-style-type: none"> ○ What has worked well; ○ What was less successful; ○ Areas for improvement; ○ Potential areas for Member induction and development

--	--

TBA;

- Review into the impact on child protection of poverty and austerity, including cost implications.

Environment and Community Safety Scrutiny Panel Work Plan 2017-18

A. Projects

1. Street sweeping

As part of the savings proposals agreed as part of the Medium Term Financial Strategy for 2015-18, a reduction of £2.8 million was made in the Integrated Waste Management Contract. The frequency of street sweeping in residential roads was reduced from twice to once weekly, delivered over 5 days, as a result of this. The benefits of this universal approach were felt to be that;

- There was a consistency across the borough, with all wards receiving the same level of service;
- It was easy to understand and explain; and
- All residents were given an equal opportunity to prevent litter being dropped.

It was acknowledged that there was a risk arising from this that levels of cleanliness would be reduced and the Council would not meet its target for being in the top quartile for London on street cleanliness. The service reductions were implemented at the start of January 2016. Performance declined from January to April 2016 whilst the new cleanings schedules were settling in but subsequently improved, albeit not quite up to previous levels. There were issues on Homes for Haringey estates though and the twice weekly sweep to these areas was reinstated as a result of these.

The review will consider, within the current level of costs, the options that are available to improve outcomes and whether there might be merit in moving to a system that is more responsive to levels of need. In doing this, the review will look at:

- Relevant performance data from Haringey, including resident satisfaction levels;
- Volumes of rubbish collected in different parts of the borough;
- Service models used by other boroughs and comparative performance levels; and
- Housing estates and the work undertaken by Homes for Haringey; and
- The outcome of the Team Noel Park pilot.

The terms of reference of the review are:

“To consider and make recommendations on, within the current level of costs, the options available to improve the cleanliness of residential streets across the borough in order to achieve greater level of equality of outcome.”

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.
21 December 2017	<ul style="list-style-type: none"> • Budget Scrutiny

	<ul style="list-style-type: none"> 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 his portfolio. Waste, recycling and street cleansing data Team Noel Park Pilot Transport Strategy Update on implementation of recommendations of Scrutiny Review on Cycling
13 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. Community Safety Partnership; To consider and comment 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 for levels of crime within parks. Scrutiny Review on Parks; To approve the final report of the review.

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 Grenfell 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 Manager
	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	TA Joint Venture	To provide an update on Temporary Accommodation Joint Ventures.	Alan Benson, Housing Strategy and Commissioning Manager
	Housing for Older People	To include an update on the Supported Housing Review although this item will also include other areas.	Gill Taylor, Programme Delivery Manager.
	Draft London Plan.	To provide an update on Haringey's response to the Mayor's London Plan.	Emma Williamson, AD Planning
	Social Housing Scrutiny Project – Draft Report	To consider the Panel's draft report and recommendations.	Philip Slawther, Principal Committee Coordinator
	Scrutiny Work Programme	To review work carried out during 2017/18 and to highlight issues to be rolled over to 2018/19.	Philip Slawther, Principal Committee Coordinator

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